



City of Cambridge



Annual Report
2000/2001



About Cambridge

Cambridge is a diverse city rich in arts, culture and history and located just across the Charles River from Boston. Over 100,000 people live in this six-square mile area. Cambridge is also home to world-renowned educational institutions, Harvard University and Massachusetts Institute of Technology (MIT), as well as to numerous high tech and bio tech companies. Founded in 1630 as the first seat of government for the Massachusetts Bay Colony, Cambridge has developed into an international community with more than one in five residents being foreign born. Students from 64 nations attend public schools, and their families speak 46 different languages.

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Front Cover: The front cover of our Annual Report honors the men and women in public safety who risk their lives every day to keep our community safe. Shown (from top left): Firefighter Kenneth Sousa removes a child from a building fire at Washington Elms. The Cambridge Police Honor Guard marching past City Hall. Cambridge firefighters attack a jet fuel fire during a drill at Logan Airport. *Photo credits: Edward Fowler*

City Manager's Message

To the Honorable, the City Council, and the residents and taxpayers of Cambridge:

On behalf of the City of Cambridge and its employees, I am pleased to present you with the 2000-2001 Annual Report, for the fiscal year beginning July 1, 2000 and ending June 30, 2001.

Though this report highlights our proudest accomplishments during the past fiscal year, I would be remiss if I did not take a moment to touch on something that occurred later in the 2001 calendar year. There is no doubt that the tragedies of September 11 have forever impacted all of us and we no longer take our safety for granted. I want to assure you that public safety has always been, and will continue to be, a high priority for this administration. In July 2001, we appropriated \$1.3 million toward technology upgrades, fire vehicles and equipment, police equipment and renovations, radio replacement, etc.

Public safety personnel go through continual training and disaster preparedness exercises. Our Local Emergency Planning Committee, established in 1986, is one of only three certified in the state. In addition, we are fortunate in Cambridge to have one of only three "stand-alone" Hazardous Material teams in the state. All of our agencies are working together to ensure the safety of our community.

And now, I would like to share a few highlights of the past year.

Cambridge continued to be one of a handful of cities nationwide to earn three AAA ratings for fiscal management. This is the highest rating that can be awarded to a municipality. This continues to affirm the City's sound financial policies and procedures that will enable taxpayers to save millions of dollars in interest costs over the next few years.

I am happy to report that we completed most of the construction of the new Water Treatment Plant on Fresh Pond Parkway and commenced production of water in March 2001.

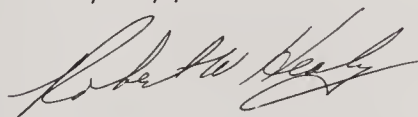
Following three years of diligent effort by the Citywide Growth Management and Eastern Cambridge Study Committees, the Planning Board, City staff, and the City Council Ordinance Committee, the City Council this year adopted the first comprehensive rezoning of the city in more than a generation. This important set of zoning revisions achieves citywide density reductions, encourages housing as a dominant use in many parts of the city, reduces auto trips, significantly increases open space, and creates better transitions from neighborhoods to commercial areas. Permanent citywide project review processes are also established for projects over 50,000 square feet.

Creating and preserving affordable housing continues to be a high priority. This past year, we secured an additional 200 units of affordable housing, including 60 units under the innovative Inclusionary Zoning Ordinance.

In May 2001, the City Council approved our FY02 operating budget of \$318,427,785 and capital budget for \$55,731,085, as well as the five-year capital plan. The capital budget will be used to support a number of open space, school roadway, building, and water and sewer projects.

There are so many other accomplishments I would like to share with you, but space could not permit. Please take some time to browse through this report to learn more about our City departments, several of which have been recognized for best practices.

Very truly yours,



Robert W. Healy
City Manager

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City Departments

Special Note: The names listed here represent contacts as of December 2001 and not necessarily the directors who were here during the 2000-2001 fiscal year.

City Hall

795 Massachusetts Avenue Cambridge 02139
617.349.4000

Affirmative Action

Duane Brown, *Director*
City Hall, 617.349.4331

Animal Commission

Mark McCabe, *Director*
51 Inman Street, Cambridge 02139
617.349.4376

Arts Council

Jason Weeks, *Acting Director*
51 Inman Street, Cambridge 02139
617.349.4380

Assessing

Faith McDonald, *Director*
City Hall, 617.349.4343

Auditing

James Monagle, *Auditor*
City Hall, 617.349.4240

Budget

Louis DePasquale, *Director*
City Hall, 617.349.4270

Cable TV

Calvin Lindsay Jr., *Director*
449 Broadway, Cambridge 02138
617.349.4296

City Clerk

D. Margaret Drury, *City Clerk*
City Hall, 617.349.4260

City Council

Sandra Albano, *Assistant to the City Council*
City Hall, 617.349.4280

City Manager's Office - City Hall

Robert W. Healy, *City Manager*
617.349.4300
- Richard C. Rossi, *Deputy City Manager*
- Diane Squires, *Executive Assistant*
- Maryellen Carvello, *Administrative Assistant*
- Ini Tomeu, *Public Information Officer*
Ph. 617.349.4339

Community Development (C.D.)

Beth Rubenstein, *Assistant City Manager for C.D.*
238 Broadway, Cambridge 02139
617.349.4600

Commission for Persons With Disabilities -

Part of Dept. of **Human Services Programs**
Michael Muehe, *Director*
51 Inman Street, Cambridge 02139
617.349.4692

Conservation Commission

Nancy Glowa, *Interim Director*
238 Broadway, Cambridge 02139
617.349.4680

Consumers' Council

Paul Schlaver, *Director*
831 Massachusetts Avenue, Cambridge 02139
617.349.6150

Election Commission

Teresa Neighbor, *Director*
51 Inman Street, Cambridge 02139
617.349.4361

Electrical

George Fernandes, *City Electrician*
100 Smith Place, Cambridge 02138
617.349.4925

Emergency Communications

George Fosque, *Director*
489 Broadway, Cambridge 02138
617.349.6911

Emergency Management

David O'Connor, *Director*
147 Hampshire Street, Cambridge 02139
617.349.4842

Environmental (A division of Comm. Dev.)

Susanne Rasmussen, *Director*
238 Broadway, Cambridge 02139
617.349.4604

Finance

James Maloney, *Assistant City Manager for Fiscal Affairs*
City Hall, 617.349.4220

Fire Department

Gerald Reardon, *Fire Chief*
491 Broadway, Cambridge 02138
617.349.4900

Historical Commission

Charles Sullivan, *Director*
831 Massachusetts Avenue, Cambridge 02139
617.349.4683

Human Rights Commission

Quoc Tran, *Director*
51 Inman Street, Cambridge 02139
617.349.4396

Human Services

Jill Herold, *Assistant City Manager for Human Services*
51 Inman Street, Cambridge 02139
617.349.6200

Inspectional Services

Robert Bersani, *Commissioner*
831 Massachusetts Avenue, Cambridge 02139
617.349.6100

Law Department

Russell Higley, *City Solicitor*
City Hall, 617.349.4121

Library

Susan Flannery, *Director*
449 Broadway, Cambridge 02138
617.349.4040

License Commission

Benjamin Barnes, *Chairman*
831 Massachusetts Avenue, Cambridge 02139
617.349.6140

Mayor's Office

Anthony D. Galluccio, *Mayor*
City Hall, 617.349.4321

Management Info. Systems (MIS)

Mary P. Hart, *Director*
831 Massachusetts Avenue, Cambridge 02139
617.349.4140

Peace Commission

Cathy Hoffman, *Director*
51 Inman Street, Cambridge 02139
617.349.4694

Personnel

Michael Gardner, *Director*
City Hall, 617.349.4332

Police Department

Ronnie Watson, *Police Commissioner*
5 Western Avenue, Cambridge 02139
617.349.3300

Police Review Board

Malvina Monteiro, *Director*
831 Massachusetts Avenue, Cambridge 02139
617.349.6155

Positive Edge Program

Crystal Johnson, *Director*
617.349.4210

Public Works

Lisa Peterson, *Commissioner*
147 Hampshire Street, Cambridge 02139
617.349.4800

Purchasing

Cynthia Griffin, *Purchasing Agent*
City Hall, 617.349.4310

Schools

Bobbie D'Alessandro, *Superintendent*
159 Thorndike St., Cambridge 02141
617.349.6494

Traffic

Sue Clippinger, *Director*
238 Broadway, Cambridge 02139
617.349.4700

Veterans' Services

Robert Stevens, *Director*
51 Inman Street, Cambridge 02139
617.349.4761

Water Department

Sam Corda, *Managing Director*
250 Fresh Pond Parkway, Cambridge 02138
617.349.4770

Weights & Measures

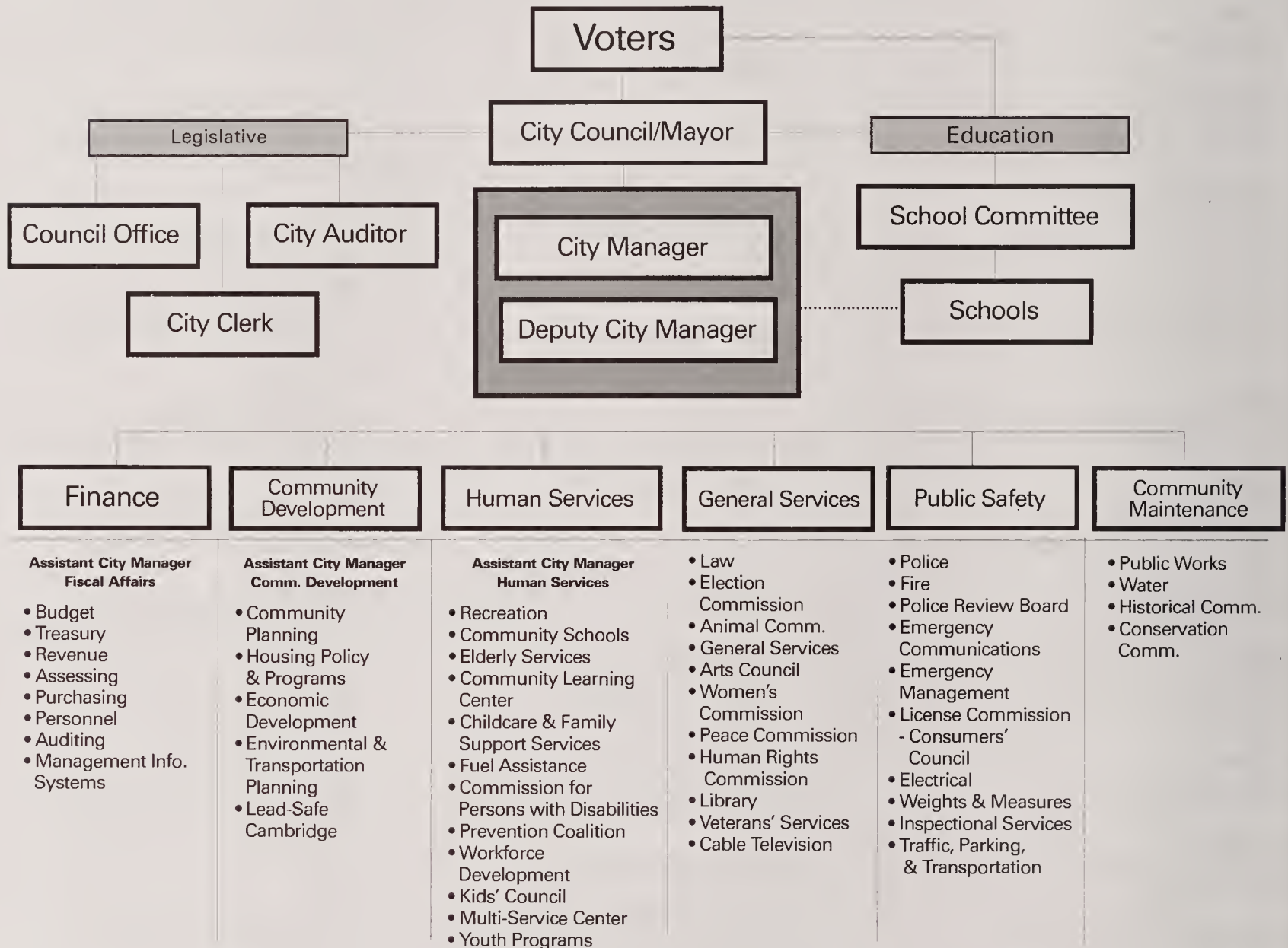
James Cassidy, Jr., *Sealer*
831 Massachusetts Avenue, Cambridge 02139
617.349.6133

Women's Commission

Nancy Ryan, *Director*
51 Inman Street, Cambridge 02139
617.349.4697

Organizational Chart

The City of Cambridge is governed by the Plan E Form of Government. Nine City Councillors are elected at large every two years. The Council elects a Mayor and a Vice Mayor, with the Mayor serving as the City's ceremonial leader and as chair of the City Council. The Mayor also chairs the School Committee. The City Council appoints a professional City Manager to serve as the City's chief administrative officer.



Assistant City Managers (left to right): **James P. Maloney**, Assistant City Manager for Fiscal Affairs; **Beth Rubenstein**, Assistant City Manager for Community Development; and **Jill Herold**, Assistant City Manager for Human Services.



Cambridge At A Glance

Some data below reflects 1990 Census or previous year's results as current data was not available at press time. Additional Census results will be released in 2002.

Land Area:
6.43 Square Miles

County:
Middlesex

Population:
101,355 (2000, US Census)

Population Density:
15,763 Persons per square mile
(2000, CDD)

Person(s) Per Household:
2.03 Persons (2000, US Census)

Median Age:
30.4 Years (2000, US Census)

Foreign Born:
22.3% (2000, US Census)

Home Language Other than English:
26.2% (1990, US Census)

Common Languages Other Than English: Spanish, French (including Haitian Creole), Portuguese, Chinese and Korean (1990, US Census)

Racial Diversity:
68% White
12% Black
12% Asian
3% Other
5% Two or More Races
(2000, US Census)

Hispanic Diversity:
7% of Residents w/Hispanic Background (2000, US Census)

Adult Educational Attainment:
54.2% College or Graduate Degree
30.1% Some College
15.8% High School Diploma
15.6% No High School Diploma
(1990, US Census)

College & Graduate Students:
30,649 - Enrolled in Degree Program
(2001, CDD)

Registered Vehicles:
55,679 (2001, Mass. Registry of Motor Vehicles)

Housing Units:
44,725 (2001, CDD)

Owner Occupied Housing:
31% (2000, US Census)

Median Housing Sales Price:
\$525,000 Single Family
\$457,000 Two Family
\$302,000 Condominium
(2001, CDD)

Typical Rental Price:
\$1,450 One Bedroom,
\$1,900 Two Bedroom,
\$2,400 Three Bedroom
(2001, CDD)

Median Household Income:
\$33,140 (1990, US Census)

Jobs:
115,614
(2000, Mass. Division of Employment & Training)

Average Annual Wage:
\$58,787
(2000, Mass. Division of Employment & Training)

Resident Unemployment Rate:
2.8%
(Sept. 2001, Mass. Division of Employment & Training)

Major Employment Sectors:
Education, Engineering & Management Consulting, Computer Hardware & Software, Restaurants, Health Care
(2000, Mass. Division of Employment & Training)

Property Tax Rate:
Residential \$ 9.21
Commercial \$23.39
(per \$1,000 of assessed value)

Government:
Plan E Form of Government
(City Council/City Manager)

Annual Budget:
\$318 million
(FY 02 - starting July 1, 2001)

Public Schools:
15 elementary schools, 1 high school (divided administratively into five small schools).

Private Schools:
5 independent, 4 parochial, 1 charter, numerous pre-schools

Higher Education:
Harvard University, Massachusetts Institute of Technology, Lesley College, Cambridge College

Libraries:
Main Library and 6 branches

Post Offices:
Central Square, Kendall Square, Harvard Square, Inman Square, Porter Square

Hospitals:
Cambridge Hospital, Mount Auburn Hospital, Youville Hospital

Fire Protection:
8 fire stations, 278 sworn fire fighters, 5 civilians

Police Protection:
1 police station, 269 sworn officers, 31 civilians

Public Golf Courses:
1 (Fresh Pond)

Public Transportation:
MBTA (subway & buses) and commuter rail

Closest Airport:
Logan Airport (Boston)

** The acronym CDD stands for the City's Community Development Department.*

Census 2000 Highlights

In the spring of 2001, the U.S. Census Bureau released the first data from Census 2000. The chart below uses selected information from the past three census counts - 1980, 1990 and 2000 - to demonstrate some of the ways in which the City of Cambridge has changed or remained the same over the 20-year period.

- The City's total population increased 5.8 % from 1990 to 2000, exceeding 100,000 for the first time since 1970.
- In 1980, Asians and Pacific Islanders comprised 4% of the population. By 2000, this group tripled in size to 12% of the population.

- The percentage of White Non-Hispanics in Cambridge steadily declined over the past two decades to 65% of the total population in 2000. Among those under 18, persons of color, including Hispanics, now comprise 53% of the population.

- The overall number of households increased by 8% since 1990, while the proportion of family households declined by 4%.

- In 2000, Cambridge recorded the third highest percentage of single person households in the state.

- Persons living in group quarters, including dormitories, nursing homes, group homes and jails, increased by 4% during the 1990s, after increasing 13% during the 1980s. The vast majority resides in college dormitories.

Comparison of Cambridge, Massachusetts - Census Results

	1980	1990	2000
General Population Characteristics:			
Total Population	95,322	95,802	101,355
% Persons Under 18	16%	14%	13%
% Persons 65 and Older	11%	11%	9%
Median Age of Residents (years)	28.6	31.1	30.4
Race and Hispanic Origin:			
White	82%	75%	68%
Black or African/American	11%	14%	12%
Asian and Pacific Islander	4%	9%	12%
Other	3%	3%	8%
Hispanic or Latino (of any race)	5%	7%	7%
Non-Hispanic Whites as % of total	80%	72%	65%
Non-Hispanic Whites as % of total under 18	67%	54%	47%
Living Arrangements:			
Total Households	38,836	39,405	42,615
Family Households	45%	45%	41%
Nonfamily Households	55%	55%	59%
Families with children under 18	20%	19%	18%
Person living alone	42%	42%	41%
Average Household size	2.13	2.08	2.03
Average Family size	3.10	2.90	2.83
Group Quarters Population	12,424	14,033	14,663
Persons in College Dorms	10,854	12,126	13,139
Housing Occupancy:			
Owner-occupied housing units	8,889	11,959	13,760
Renter-occupied housing units	29,947	27,446	28,855

Affirmative Action

Duane Brown, Director • City Hall • 617.349.4331

A part of the Executive Department, the Affirmative Action Office assists the City in achieving workforce parity. The goal is to reflect at all levels, and in all types of positions, the race, sex, disability or other protected status of the labor markets from which employees are drawn. It provides prompt, fair and impartial processing of complaints of discrimination and provides counseling as needed in an effort to mediate interpersonal disputes or conflicts with Equal Employment Opportunity implications.

The Affirmative Action Director assists department heads in setting and achieving affirmative action goals, specifically in recruiting, hiring, promoting and retaining qualified employees. The director also reviews and signs-off on all employment transactions; submits quarterly reports to the Massachusetts Commission Against Discrimination (MCAD); and prepares annual reports for the Equal Employment Opportunity Commission (EEOC).

In 1983, the City established a Minority Business Enterprise Program (MBE). The Affirmative Action Office monitors construction contracts in excess of \$50,000 to ensure that at least 10 percent of contract or sub-contract business goes to State Office of Minority Business & Women Association (SOMB-WA) certified businesses.

Highlights and Accomplishments

- Assisted departments in establishing affirmative action goals.
- Monitored recruitment and hiring processes for 01 and 02 positions, (i.e. Department Heads and Professional Positions).
- Collaborated with the State Human Resources Division, City departments and the Affirmative Action Advisory Committee to promote the Municipal Firefighter examination, launching recruitment campaigns targeting under-represented, protected status groups. Also prepared Cambridge residents in test taking skills for the exam.
- Updated the City's Affirmative Action Plan to reflect population changes reported in the Census 2000 data.

Animal Commission

Mark McCabe, Director • 51 Inman St., Cambridge • 617.349.4376

The Cambridge Animal Commission was established by ordinance in 1979 to provide and facilitate programs for animal control and welfare in the city. The commission maintains and promotes Cambridge as a safe environment for people, pets and other animals, through an educational and enforcement approach. The department utilizes its resources to encourage responsible pet ownership, to ensure public safety with regards to stray or wild animals and to also manage the diverse population of wildlife that co-exists within the City of Cambridge.

Highlights and Accomplishments

- By the numbers: Licensed 1,780 dogs; picked up 99 stray dogs (82% returned to owner, 12% adopted); issued 199 animal quarantines and 304 citations for violations of the Animal Control Ordinance.
- Responded to over 3,800 calls concerning pet behavior problems, cruelty to animals, barking or loose dogs, injured animals, wildlife related problems, feral/stray cat problems, etc.
- Continued presentations concerning information on responsible pet ownership and local wildlife at elementary and pre-schools.
- Developed a response protocol for transport of animals for West Nile Virus testing.
- Presented an Animal control training class for new police officers at the Cambridge Police Training Academy.
- Began working with the City Solicitor's Office and the Cambridge Police Department on revising the vicious dog ordinance.
- Provided a low cost rabies vaccination clinic to 112 dogs; issued 30 certificates for low cost spay/neuter services from Friends of Animals organization; and maintained an Emergency Relief Fund for stray animals that needed medical attention.

Arts Council

Jason Weeks, Acting Director • 51 Inman Street, Cambridge • 617.349.4380



The Cambridge Arts Council (CAC), established by City Ordinance in 1974, is both a presenting and a service organization, existing to benefit the citizens of Cambridge through the arts.

As a presenter, CAC:

- Commissions public art for integration into capital improvement projects.
- Mounts exhibitions of artists' work.
- Develops and implements arts education programming.
- Produces community art events, including the annual Cambridge River Festival and the Summer in the City concerts for children.

As a service organization, CAC:

- Raises and manages funds for distribution to artists and cultural groups through a competitive Grant Program.
- Implements the City's Public Art and Street Performance ordinances.
- Organizes local and national arts conferences.
- Consults with artists and other arts presenters on issues critical to their success, such as fundraising, grant writing, audience development and accessing resources.
- Serves as a liaison between artists and the community.
- Cognizant of the limited resources for the arts, locally and nationally, CAC efficiently maximizes the expenditure of staff and volunteer time as well as agency resources to benefit the Cambridge community and complement rather than duplicate the programs and services provided by other cultural institutions and organizations.

Agency Highlights and Accomplishments

- To celebrate the Millennium, the City supported the creation of four major light events and the production of quarterly calendars promoting 2 thousand things 2 do in 2 thousand. Additionally, Spectaire, a group of four specialized artists, was commissioned to highlight each season of the millennial year with light installations collective-

ly called *Common Light*, focusing on the rich tradition of scientists and artists who have done significant work in Cambridge using light as a medium.

- Working with the City Manager's Office, the third Millennium event, *Skyward Light*, was produced in conjunction with the annual Danehy Park Family Day. Following the traditional Family Day activities, Spectaire dazzled the audience with "Nocturne" (night story) in which WWII searchlights and skytrackers were choreographed to an original musical composition by Cambridge composer Ernesto Klar to produce images of a crescent moon and other celestial imagery.
- The final Millennium event, *Illuminated Word*, featured "Star Poems" written by Cambridge poets and children and projected in light by Spectaire onto the facades of the Boudreau, Central Square, Main, O'Neill and Valente branches of the Cambridge Public Library. Searchlights and skytrackers were positioned at each of the branches to create a network of beams that intertwined above the city to create a single constellation uniting the library network and neighborhoods.
- CAC worked with the Agassiz Neighborhood Council on the development of the plan to create a new citywide visual art center. CAC provided agency resources, aided in the production of promotion of community outreach events, and awarded a grant for the production of public artwork for the Maud Morgan Visual Art Center.
- For the first time in agency history, CAC succeeded in funding 100 percent of the grant applications recommended by the review panel for the CAC Grant Program. Additionally, based on the recommendations of the review panel comprised of 15



River Festival: Salsa by the Charles with 'Humano', Dance Stage 2001.

Arts Council

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Council

Cambridge-based arts professionals, a majority of applications were funded at 100 percent of the original request and no projects were funded at less than 90 percent of the original request.

CAC's Community Arts Program

- Produced the 23rd Cambridge River Festival (CRF) on June 16, 2001 reflecting a move to the spring after eight years of being held in September. In early FY01, CAC launched a "BUZZ" campaign to spread the news throughout Cambridge about the date change and generate a high level of excitement about the new spring date. These efforts culminated to draw an audience of more than 100,000 people to the banks of the Charles River to enjoy a day of music, food and literary and visual arts. Highlights featured six stages of music, *The Crowded River*, a temporary and participatory public art installation, family oriented art-making activities, and a host of costumed roving performers. Two new additions to CRF included *Chalk on the Walk*, a collaborative venture with the Cambridge Rotary Club, and a component dedicated to demonstrations of New England folk and traditional arts.



'Caribbean for Kids' gets smiles at Glacken Field.

- Presented *Summer in the City* (SIC), a series of multicultural, interactive performances designed for children ages 4 to 12 in neighborhood parks in July and August. Highlights from this year's series included a visit by the only women's Lion Dance troupe in New England, authentic Mexican Mariachi music, and the rolling thunder effect of Japanese Taiko drumming.

- Awarded 36 grants to Cambridge artists, cultural organizations, community groups for high quality artistic projects directly benefiting the citizens of Cambridge as well as to school groups to promote access for Cambridge students to professional artistic performances.

- Hosted the 3rd Annual Grant Awards Celebration at the Cambridge Multicultural Arts Center (CMAC) to promote recipient visibility and increase public awareness for the Grant Program in Cambridge. The celebration included a performance showcase, exhibitions by all FY01 grant recipients and congratulatory comments to recipients by City Councilor Jim Braude and MCC Executive Director and Cambridge resident Mary Kelley.

- Initiated quarterly KidsArts meetings dedicated to increasing the level of communication between the City of Cambridge and youth arts programmers working in the city. Meetings were designed to raise important issues pertaining to the relationship between Cambridge youth and the arts and to provide a forum for program directors and coordinators to discuss how to better serve this demographic.

- Issued street performer permits to over 400 performers licensing them to perform in Harvard Square and other public spaces in Cambridge. Additionally, CAC employed three Street Performer Monitors to enforce the Street Performer Ordinance and work with performers, local business and residents to ensure a festive and congenial atmosphere between these groups.

CAC's Public Art Program

Completed Projects:

- Worked with Gravestar, Inc. and the Porter Square Neighborhood Association to produce and dedicate 200-foot long mural on Davenport Street by artist Joshua Winer with a dedication on November 12, 2000. The artist was also commissioned to carry out necessary restorations to two existing murals adjacent to the new one.



Muralist Josh Winer paints Davenport St. side of Porter Square Shopping Center.

- Completed the installation of *Drawn Water*, a Mags Harries/Lajos Heder designed terrazzo floor at the new Walter J. Sullivan Water Purification Facility at Fresh Pond.

Arts Council

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Council

- Collaborated with the Igor Fokin Memorial Committee and the Harvard Square Business Association to raise funds and commission a permanent memorial to the beloved street performer Igor Fokin and as a tribute to all street performers in Cambridge. Significant funding for the project was secured by CAC through the New England Foundation for the Arts and from the Massachusetts Cultural Council.
- Collaborated with Cambridge Homeowners Rehab to complete a large-scale sculpture by artist Kitty Wales for the Auburn Court housing development in Cambridgeport.
- Completed the artist-designed fence elements by Gail Boyajian for Larch Road for the park dedication on June 23, 2000.
- Completed a series of low relief gateposts by artist William Reimann at Williams Park.
- Temporary Public Art included projects by artist Remo Campopiano and composer Ernesto Klar in conjunction with the Boston Cyberarts Festival. Additionally, a collaborative art installation/performance project, *The Crowded River*, was created by artists Bart Uchida, Jed Speare and Dillon Paul for the 23rd Cambridge River Festival.

Ongoing Projects:

- Made significant progress on a large-scale project at Danehy Park by renowned artist Merle Laderman-Ukeles. In preparation for the third and final stage of the project, extensive material tests were completed in order to advance technology for artistic use of rubber surfacing at the park. The installation of bituminous pads for two sculptural discs prepares the site for the final artistic elements.
- Collaborated with the Cambridge Women's Commission on extensive community outreach for an art and oral history project designed to foster community interaction and a greater understanding of the historical contributions, values and culture of women in Cambridge. Following community input meetings and a symposium, CAC and the Women's Commission secured additional funding from the Massachusetts Foundation for the Humanities and convened a panel that selected artist Ellen Driscoll to work with the architects of the new Main Library extension to integrate a thematic artwork into the building design.
- Organized the selection process that chose artist Michael Beatty to carry out the One-Percent for Art component at the renovated Fitzgerald School in North Cambridge. The artwork "Forms and Forces" is a suspended sculpture which explores fundamental elements of nature and geometry.
- Convened a jury that selected Cambridge artist, Lillian Hsu-Flanders, to create an artwork for the Gately Youth Center. The artist's final design includes benches, etched glass blocks and various colors that together create a space that encourages social interaction and contemplation for youth using the facility.
- Convened a jury that selected artists Mela Lyman to design a mural for Paine Park at St. Mary Road in Mid-Cambridge. The final rendering is a 28-foot long mural attached to a wooden fence and including images from a variety of cultures. Neighborhood youth were invited to assist in painting some of the cutouts that were incorporated into the mural.
- Carried out an initiative intended to maximize the public benefits of new private developments in Cambridge by providing agency resources and staff consultation for projects that directly affect the community and provide improvements to the cultural life of the city. In such cases CAC partnerships include design and facilitation of formal artist selection process utilizing the Slide Registry, a professional art jury process and organization of a formal community input process.



Artist Merle Laderman Ukeles experiments with rubber for artwork at Danehy Park.

Assessing

Faith McDonald, Director • City Hall • 617.349.4343

The Assessing Department is responsible for establishing full and fair cash values for all Cambridge real estate and business personal property. These values are the means for the distribution of the City's property tax levy on a fair and equitable basis. In order to fulfill this goal, assessors must discover and list all taxable property, maintaining accurate ownership and property information. The department also administers the motor vehicle excise tax.

The Assessing Department annually updates assessed values to reflect market trends. For FY2001, for one, two and three family houses and condominium units, this was done by conducting an analysis of assessed values in relation to sales that took place during 1999. From this analysis, trend factors were developed to update values according to prop-

erty use (one-family, condo, etc.) and location (assessing district). For apartment buildings, income and expense data was requested from all apartment building owners. The income approach to value was recalculated based upon the 1999 rental housing market.

For commercial and industrial properties, income and expense data was collected and compared to the rents, vacancies, and expenses used in the FY2000 valuation of commercial and industrial property. Sales were analyzed and compared to assessed values. For the 2,987 commercial personal property accounts, data was updated to reflect the 2000 "Form of List" returns, and 285 new personal property accounts were listed and valued.

The chart below compares FY2000 and FY2001 taxable value for Cambridge:

	FY00 VALUE (000s)	FY01 VALUE (000s)
Existing Commercial & Industrial	\$3,821,794	\$4,460,419
New Commercial & Industrial	168,701	240,858
TOTAL COMMERCIAL & INDUSTRIAL	3,990,495	4,701,277
Existing Residential Property	6,604,115	7,586,101
New Residential Property	168,547	122,759
TOTAL RESIDENTIAL PROPERTY	6,772,662	7,708,860
Existing Personal Property	245,138	262,883
New Personal Property	29,647	30,117
TOTAL PERSONAL PROPERTY	274,785	293,000
TOTAL TAXABLE PROPERTY	11,037,942	12,703,137

Auditing

James Monagle, Auditor • City Hall • 617.349.4240

The City Auditor provides independent, timely oversight of the City's finances and operations and ensures that the City's programs are being executed legally, efficiently and effectively. Serving as a barrier to potential fraud or misuse of City resources, the Office provides financial and other information to the City Council, City Manager, City Departments, the investment community, federal, state and other levels of government, and to the citizens of Cambridge. The Office also provides assistance to the City Council in its review of the proposed City budget.

Highlights and Accomplishments

- Prepared the City's annual financial report entirely in-house.
- Maintained and updated PeopleSoft General Ledger and Accounts Payable Financial Information System.
- Continued training other departments in procedures related to PeopleSoft accounting/bill paying functions.
- Developed policies and procedures for departments to use as a guide for paying bills.

Budget

Louis DePasquale, Director • City Hall • 617.349.4270

The Budget Department is responsible for overseeing the City's entire budget process. Preparation of the budget is a year-round endeavor, requiring several steps before it is presented to the City Council as follows:

- Create City Manager's guideline message to departments.
- Oversee quarterly updates of the City's benchmark system.
- Review proposed departmental budgets and goals with the City Manager.
- Submit City Manager's Budget to the City Council for adoption.
- Produce the adopted, annual operating and capital budgets on a timely basis.

The Budget Office works closely with City departments to ensure that all budgetary and financial guidelines are being met in accordance with adopted policies and procedures. Staff review revenues and expenditures monthly and maintain a status report of expenditure balances and revenues received year-to-date by all City departments.

Highlights and Accomplishments

- Continued to refine the new budget format that emphasizes quantitative measurements by providing more relevant and analytical information, which increased the readability and improved the quality of data within the budget document.
- Monitored and balanced the FY01 Operating and Capital budgets of \$319,055,575.
- Coordinated preparation of the bond disclosure statement and other related materials for the 2001 bond sale.
- Played a major role in the preparation of the FY00 Comprehensive Annual Financial Report.
- Coordinated the City's FY01 Financial Statements.
- Prepared the FY02 budget and placed it on City's web page to increase public access to the information.
- Received for the 15th consecutive year, the Government Finance Officers Association Award for excellence in preparation of the annual operating and capital budgets for the fiscal year ending June 30, 2001.
- Conducted year-round training classes on budgeting with the new financial system.

Cable Television

Calvin Lindsay, Jr., Director • 449 Broadway, Cambridge • 617.349.4296

The Office of Cable Television is responsible for the television and audio production needs related to programming on the City of Cambridge Municipal Channel. Operating within the Cambridge broadcast footprint, the Channel provides both original and acquired programming drawn from and relating to the City of Cambridge. The Municipal Channel strives to provide its viewers with a sense of the overall vitality that is associated with the city in the areas including, but not limited to, education, culture, arts, health and human services, and history.

Highlights and Accomplishments

- Transitioned to a fully automated playback system that has improved on-air presentation and increased system reliability.

- Continued to lease a state-of-the-art editing system enabling the Channel to improve broadcast quality and increase staff creativity and productivity.
- Premiered three original series:
 - A Day In The Life* - a series that looks at the work day world of various City departments.
 - Between Two Worlds* - an independent film series partnership with various filmmakers from the Cambridge and Greater Boston areas.
 - Literary Culture* - an author interview collaboration with the Cambridge Public Library.
- Began to air acquired programming from the National Gallery of Art, NASA and a national poet series titled Lannon Videos.

City Clerk

D. Margaret Drury, City Clerk • City Hall • 617.349.4260

As charged by statute and ordinance, the City Clerk's Office records, preserves and communicates vital information.

Its responsibilities encompass providing documents and information regarding the vital statistics of citizens' individual lives (births, deaths and marriages) and particular business filings required by statute.

The other major responsibility of the City Clerk is to provide the records, information and parliamentary assistance to enable the City Council to fulfill its legislative purposes and to fully inform the public about City Council actions. The City Clerk also keeps the official records of the City.

Highlights and Accomplishments

- Developed a more user-friendly agenda summary for the public to use at Council meetings.
- Provided staff support to 14 standing committees of the City Council for 108 committee meetings and hearings in addition to regular and special meetings of the full City Council, including the City Council goal setting process for FY 02 convened by the Government Operations Committee.
- Responded courteously and efficiently to thousands of general inquiries and requests for copies of records maintained by the City Clerk's Office.
- Participated in the Cambridge Archives Committee's efforts to locate and catalog important historical material.
- Repaired and rebound record and index books that were in poor and deteriorating condition.
- Worked with the City Manager's Office and the MIS Department to increase the amount of information on the City's web site regarding City Council actions, decisions, public meetings, etc.



City Clerk's Office Staff.

City Council

Sandra Albano, Assistant to City Council • City Hall • 617.349.4280



City Council, 2000 - 2001. Seated (left to right): Vice Mayor David P. Maher, Councillors Henrietta Davis, Marjorie C. Decker and Timothy J. Toomey, Jr. Standing (left to right) Councillors Kenneth E. Reeves, Michael A. Sullivan, Mayor Anthony D. Galluccio, and Councillors Kathleen L. Born and Jim Braude.

The City Council, made up of nine members, is Cambridge's elected legislature. As the policy setting arm of the City, the Council derives its powers from the City Charter and the laws and Constitution of the Commonwealth of Massachusetts. It authorizes public improvements and expenditures, adopts regulations and ordinances, levies taxes, controls the finances and property taxes of the City, and performs many related legislative tasks.

City Councillors are elected at large every two years. Upon organization of each new nonpartisan Council, the members elect a Mayor and a Vice-Mayor, with the Mayor serving as the Council's chair and as the ceremonial head of the City. The Council organizes into committees that have become increasingly active over the past few years, providing much of the research and legislative analysis on major policy issues before the Council.

The Council is served by two staff members who perform administrative duties and provide clerical support. The general administration of the Council budget and the purchase of all supplies and services are also included in the duties of the staff.

An allotment supports the Council's governmental relations efforts to secure federal and state aid to supplement the City's funds for special projects. The City Council believes that strong personal lobbying is an effective tool in the City's campaign to maximize assistance from the federal and state governments. This allotment also allows the members of the City Council to attend conferences and seminars on urban policy and relevant legislative topics, and supports the professional development of the City Council staff. For more information, call the City Council office or visit the City's web site.



City Council staff members Sandra Albano and Mary Hogan.

City Manager

Robert W. Healy, City Manager • City Hall • 617.349.4300



City Manager's Staff. Standing: Diane Squires, Executive Assistant; Ini Tomeu, Public Information Officer; Maryellen Carvello, Administrative Assistant. Sitting: Deputy City Manager Richard C. Rossi and City Manager Robert W. Healy

The City Manager's Office is the Executive Department of the City of Cambridge. As the City's Chief Administrative Officer, the City Manager provides leadership to and administration of all departments and services. The City Manager's staff includes the Deputy City Manager, Assistant to the City Manager, Public Information Officer, an executive assistant and an administrative assistant.

The City Manager is responsible for the enforcement of all laws and City ordi-

nanances; the appointment of department heads; appointment of members to the numerous City boards and commissions; and for the submission of the annual budget to the City Council. In addition, the City Manager and his staff recommend policies and programs to the City Council and implement Council decisions.

Major Capital Projects

Each year, the City completes, continues or launches major renovation, reconstruction or building projects. Since such projects can take years to complete, and often require vast amounts of the City's personnel and capital resources, the Deputy City Manager, who oversees capital planning and budgets, monitors all facets of major construction. Listed below are some of the projects we concluded or continue to work on:

New Water Treatment Plant: Completed most of the exterior construction of the new state-of-the-art 24-million gallon Walter J. Sullivan Water Purification Facility and began producing City water in the spring of 2001. Interior construction is nearing final stages.

City Hall Renovations: Completed exterior improvements and landscaping to City Hall. Interior renovation work continues.

57 Inman Remediation: Remediation work and demolition of the interior at 57 Inman is scheduled to begin in August 2001. Renovation and reconstruction work on the entire building is scheduled to begin in early 2002.

Fitzgerald School/Gately Youth Center/O'Neill Branch Library Renovation: Total renovations, estimated at \$16 million, are scheduled for completion in the fall of 2001.

Artificial Surface Football/Soccer Field and Outdoor Running Track: Scheduled to open in the fall of 2001.

Sewer and Storm Water Separation Project: Completed sewer separation and storm water management projects in the Agassiz (Crescent/Carver), South Mass. Avenue and Fresh Pond Parkway areas. These projects incorporate significant new technologies designed to reduce flooding, eliminate sanitary sewer discharges to our rivers, eliminate/reduce back-up problems and reduce charges to the Massachusetts Water Resource Authority. This project is a long-term effort and commitment throughout the city that will continue for many years to come.

Area IV Parks: Began construction of Area IV Parks, commencing with a complete reconstruction of the Fletcher-Maynard Academy school/play area.

Rev. Williams Park: Construction of this park in North Cambridge was in the final stages, expected for completion in the fall of 2001.

Larch Road Park: Renovations were completed and the park reopened in June 2001.

Highlights and Accomplishments

- Cambridge continued to be one of only six cities in the nation to attain three AAA ratings from the major credit rating agencies. The high credit rating allows the City to finance capital projects, such as those mentioned above, with low interest rates, ultimately saving millions of dollars.
- Secured an additional 200 units of affordable housing, including 60 units under the innovative Inclusionary Zoning Ordinance.
- Following three years of diligent effort by the Citywide Growth Management and Eastern Cambridge Study Committees, the Planning Board, City staff, and the City Council Ordinance Committee, the City Council this year adopted the first comprehensive rezoning of the city in more than a generation. This important set of zoning revisions achieves citywide density reductions, encourages housing as a dominant use in many parts of the city, reduces auto trips, significantly increases open space, and creates better transitions from neighborhoods to commercial areas. Permanent citywide project review processes were also established for projects over 50,000 square feet.
- The City Manager's Office continued to work on the collaborative effort for the Neville Manor project, with architectural services and planning processes for Neville Manor Park scheduled to begin in the fall of 2001. The overall project included renovation of the existing Neville Manor building into an affordable, assisted living facility scheduled to open in

City Manager

December 2001 and construction of a new, state-of-the-art skilled nursing facility, scheduled for completion in 2003. Plans also called for landscape improvements and the return of over four acres of land dedicated to open space as part of the Fresh Pond Reservation.

- The Fresh Pond Master Plan was approved in January and a committee has been appointed by the City Manager.
- Architects were selected and a contract for services was negotiated for the new Main Library.
- The architect was selected by the Metropolitan District Commission for renovations to the Magazine Beach facility, as part of a collaborative effort by the City.
- Collaborated with Cambridge Public Health Dept. on various public information and health awareness campaigns, including the West Nile Virus problem in the summer of 2000.
- Appointed new department heads for Assessing, Management Information Systems, Public Works and Purchasing.

- Provided significant support and leadership to a number of City-wide advisory committees.
- Concluded a year-long millennial celebration project, in collaboration with the Cambridge Arts Council. The project included four major light events, two of which were held this past fiscal.
- Coordinated the fifth annual Danehy Park Family Day, one of our largest City-sponsored community events, with over 3,500 attendees.

Public Information Office

The Public Information Officer (PIO) is part of the City Manager's staff, serving as a City spokesperson and as the main liaison to the media. The PIO also works

with City departments to promote their programs and services via multiple communication channels and is responsible for monitoring and placing information on the City's Web Site. Employee communications is also an important function of this office.

Highlights and Accomplishments

- Began utilizing the City's web site more this past fiscal year as a key communications tool, following a survey indicating that over 80 percent of residents have Internet access.

- Worked closely with the new Web Project Administrator to revamp the front page and main sections of the City's web site to make it more user-friendly and easy to navigate. Created regular City messages for the web, including special messages from the City Manager.

- Developed a new community newsletter, Cambridge at a Glance. This newsletter, which included a survey on City services, was mailed to 44,000 households. In the future, it may be more cost-effective to develop a more frequent web-based newsletter and print a nominal number of newsletters to be distributed through the libraries, senior centers and other City buildings.

- Continued to produce the employee newsletter, CityLINE.

- Prepared a weekly e-mail update to employees of City news and information as well as special messages from the City Manager.

Positive Edge

Under the supervision of the City Manager's Office, Positive EDGE (PE) is a youth outreach and advocacy program established in 1993 in response to the increase of violence involving young people in the City of Cambridge. PE directs its attention toward at-risk youth not reached through conventional efforts. PE also builds collaborations with City departments, neighborhood groups, local community agencies, churches and health centers. The program also provides the institutional links and assistance necessary to youth who may need educational, legal, medical and/or social guidance and support.

Youth advocates are trained to deal with youth on a one-to-one basis, building relationships, linking them with much needed services, and more importantly, evaluating their needs in order to tailor programs to their unique situation.

Highlights and Accomplishments

- Collaborated with Cambridge Rindge and Latin School (CRLS) to hold a college Career Day exposition, and coordinated the "Healing Rage with Words," author and lecture series at CRLS.
- Collaborated with local agencies and City departments to host the first-ever Youth Worker Conference and the 7th annual community gathering at the McCrehan Pool in North Cambridge.
- Continued public safety collaborations with Cambridge Police Dept., District Attorney and Middlesex District Court.



Central Square Business Association President Carl F. Barron presented City Manager Robert W. Healy with the Central Square Unity Dinner Community Service Award, in recognition of his 20 years as City Manager, preceded by seven years as Deputy City Manager. Also pictured is Deputy City Manager Richard C. Rossi.

Community Development

Beth Rubenstein, Assistant City Manager for Community Development
238 Broadway, Cambridge • 617.349.4600

The goal of the Community Development Department (CDD) is to enhance the overall living environment and quality of life for Cambridge's highly diverse population. This is accomplished by planning and managing physical change and by encouraging economic growth to strengthen the City's tax base, produce new employment opportunities and provide services to residents.

The Department works toward these goals by:

- Preserving and developing affordable housing
- Strengthening the vitality of commercial and business districts
- Renovating neighborhood parks and playgrounds
- Planning transportation improvements designed to accommodate all modes of transportation
- Implementing projects to reduce pollution of the City's air, water and soil
- Enhancing the character of each of the City's 13 neighborhoods
- Managing growth to support the best long-term interests of the City

The Community Development Department performs its work as part of a public process in which an array of interests and viewpoints are represented including those of appointed boards and committees, citizen and community groups, non-profit organizations, private developers, the business community, and other government agencies. The Department provides staff support to a number of standing committees, boards and commissions; cooperates closely with many subcommittees of the City Council; and works to advance a variety of community and neighborhood initiatives with the assistance of ad hoc advisory committees.

Each division of the Community Development Department made significant progress on ongoing projects and introduced new initiatives to advance the City's goals and priorities in the areas of housing, community planning, economic development, and environmental and transportation planning.



Renovations at Sleeper Park (Reverend Williams Playground) in North Cambridge were completed this year.

Highlights and Accomplishments

- Completed comprehensive rezoning of City's commercial districts working closely with City Council, Planning Board and Eastern Cambridge Study and Citywide Growth Management Committees. This major effort, the first comprehensive rezoning in more than a generation, achieves citywide density reductions, encourages housing as a dominant use in many parts of the city, reduces auto trips from new development, effects a significant increase in open space, and creates better transitions from neighborhoods to commercial areas. Permanent citywide project review processes are also established for projects over 50,000 square feet.
- Designed and carried out survey of over 1,000 Cambridge businesses to learn more about their labor needs. The resulting report, "Education and Skill for the New Economy," will provide valuable information to Cambridge residents as well as to the workforce development and educational communities.
- Secured an additional 60 units of affordable housing through the City's Inclusionary Zoning ordinance, including units in neighborhoods throughout Cambridge.
- Initiated the "Express Yourself" marketing campaign which featured well-known Cantabridgians telling their neighbors why they walk and bike—for good health and positive environmental impact. This cam-



Three affordable homeownership units are being built at 168 Harvard Street, a former Squirrel Brand property.

Community Development

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paign, which ran on billboards, taxicabs, buses and posters, won an award from the New England chapter of the Association for Commuter Transportation.

- Completed construction of improvements at the Larch Road Park and the Reverend Williams Playground; designed upcoming improvements for Paine Park, the King School and the Kennedy School; and began a community process for Bergin Park.

- Designed traffic calming measures at Fayerweather, Holworthy, Line, Allston, Craigie, Sparks and Pleasant Streets to reduce auto travel speeds, enhance safety and accommodate all modes of travel.

Housing Division

The Housing Division is responsible for developing policies and programs to increase and preserve affordable housing opportunities in the City. Cambridge has completed the sixth year of its CityHOME Initiative, which was created in collaboration with the Cambridge Affordable Housing Trust and supported with a \$4.5 million allocation of City funds in FY2001. A total of \$22.25 million in City funds has been contributed since 1995 to create or preserve more than 1,700 affordable units of housing. These resources, combined with federal CDBG and HOME funds, enable the leveraging of other public and private funding.

The Housing Division has a multi-faceted approach to affordable housing development, which includes rental and homeownership production in collaboration with local non-profit developers; home improvement programs; inclusionary and incentive (linkage) zoning; expiring use housing preservation; and first-time homebuyer education and counseling. In addition, the City supports affordable housing production through planning and development initiatives such as citywide rezoning. Cambridge ensures the long-term affordability of its units through a deed restriction on each property.

Housing Highlights and Accomplishments

- Working in collaboration with local non-profit housing developers and the Cambridge Housing Authority (CHA), the City created or preserved 313 affordable units. For example:

- Preserved the long-term affordability of 240 units of rental housing with expiring use restrictions at Walden Square, at risk of being converted to market rate. The City worked with the U.S. Department of Housing and Urban Development (HUD), funding agencies, and residents of the development to negotiate an agreement with the new owner that also includes substantial rehabilitation and tenant service programs.

- Continued rehabilitation of 48 scattered-site apartments owned by Homeowner's Rehab.

- Began construction on 8 family-sized units on Cambridge Street, owned by Just A Start.

- Acquired 5 units for young disabled adults as part of CHA's Hope VI program and 6 rental units on Ashton Place, owned by Cambridge Affordable Housing Corporation (CHA's nonprofit affiliate).

- Acquired 6 units on Lincoln Street, owned by Homeowner's Rehab.

- Working with local nonprofits, Homeowners Rehab. Inc. and Just A Start Corporation, rehabilitated 59 units through the Home Improvement Program (HIP), a low-interest loan program for low- and moderate-income owners of 1-4 unit buildings.

- Continued implementation of the Inclusionary Zoning Ordinance to create new rental and home ownership opportunities in the city. This year, the City secured a total of 60 units in private developments for long-term affordability through deed restrictions.



Renovation of the former Squirrel Brand properties began this year. Eighteen new affordable rental units are being created within the historic factory building.

- In collaboration with the City Council Housing Committee and local housing service providers, hosted three community meetings throughout the City with close to 100 attendees. This community outreach effort was initiated to provide an overview of the City's housing programs, information about how to access these programs and services, and an opportunity for Cambridge residents to talk with housing staff about their questions or concerns.

- Educated over 400 people in First Time Homebuyer classes and provided one-on-one counseling to approximately 100 people. The Housing Division also collaborated with the Women's Commission to offer a class designed especially for women and with

Community Development



The Eastern Cambridge Planning Study (ECaPS) process engaged the community in public workshops to envision the future of the area. Working with city staff and consultants, the study committee crafted a set of goals and recommendations to guide future development activity in this part of the city.

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the Massachusetts Alliance of Portuguese Speakers to develop a class for Portuguese speakers. In addition, over 600 people received tenant/landlord mediation services through the city's collaboration with Just A Start Corporation.

Community Planning Division

The Community Planning Division provides professional planning and design services in the areas of zoning, urban design, neighborhood planning, parks and open space, data/geographic information, and graphics. This work includes conducting citywide and neighborhood planning studies, renovating and developing parks and open space, managing the City's urban design projects, and providing information and technical assistance to residents, property owners, developers, and neighborhood groups. The Community Planning division also works with other City departments on planning and design of municipal construction projects to ensure high quality, cost-effective results. In all of its efforts, the Community Planning Division works through inclusive community processes to ensure that projects best meet the needs of Cambridge residents.

Community Planning Highlights and Accomplishments

- Working with the Planning Board and City Council, completed comprehensive Citywide Rezoning which achieved citywide density reductions, created six new housing districts, and established a permanent citywide project review process. Prepared and mailed informational bulletin describing proposed rezoning to all property owners in the city and conducted a series of public information workshops.

The zoning was adopted by the City Council in February 2001.

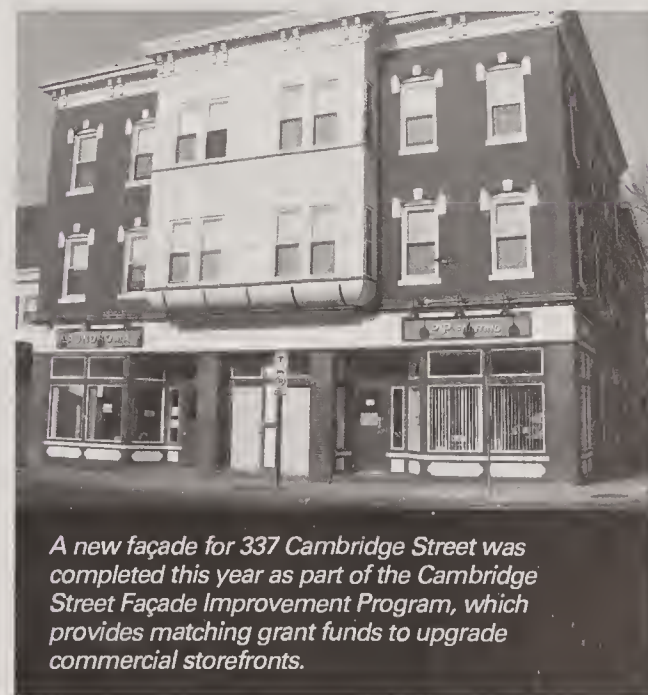
- Completed Eastern Cambridge Planning Study containing long-range goals and plans for future development in the eastern portion of the city. Working with consultant team and City staff, met monthly with 18-member committee and conducted a series of public workshops to develop recommendations addressing land use, zoning, urban design, open space, transportation, housing, and economic development. Submitted rezoning proposals to the Planning Board, including housing and mixed-use incentives, FAR (density) reductions, transfer of development rights, and design guidelines.

- Began Riverside Planning Study for the area defined by 18-month moratorium. Selected consultant team to guide planning study efforts and work, in conjunction with City staff, with advisory committee of residents, business representatives and institutions. Initiated advisory committee meetings and began documenting existing and future conditions in study area.

- Completed full updating and text integration of Cambridge Zoning Ordinance and provided full web access and download capabilities.

Economic Development Division

The Economic Development Division is responsible for a wide range of community economic development activities designed to meet the City's need for a diversified and thriving economic base. The division offers programs geared to the specific characteristics of the Cambridge economy in the following areas: supporting entrepreneurship, preserving a strong employment base, revitalizing commercial districts, and promoting a dynamic business climate.



A new façade for 337 Cambridge Street was completed this year as part of the Cambridge Street Façade Improvement Program, which provides matching grant funds to upgrade commercial storefronts.

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Economic Development Highlights and Accomplishments

- Designed and carried out a survey of Cambridge employers to learn more about labor trends in the local economy within four of the city's largest and fastest growing industry sectors: business and finance, information technology, science (including biotechnology) and health. Published a paper detailing the results, "Education and Skill for the New Economy: A Survey of Employment Trends in Cambridge, Massachusetts."
- Through the Cambridge Street Façade program, improved three Cambridge Street facades. At year's end, six additional facades were begun under this program, which provides participants with up to \$35,000 in matching grant funds for storefront upgrades.
- Provided assistance to 270 small businesses for a wide range of business matters including site searches, development of business plans, definition of capitalization strategies, and market analyses. Outreach and education efforts included presentations to a neighborhood advisory committee and a SBA women's group highlighting Cambridge's economic development programs and services.



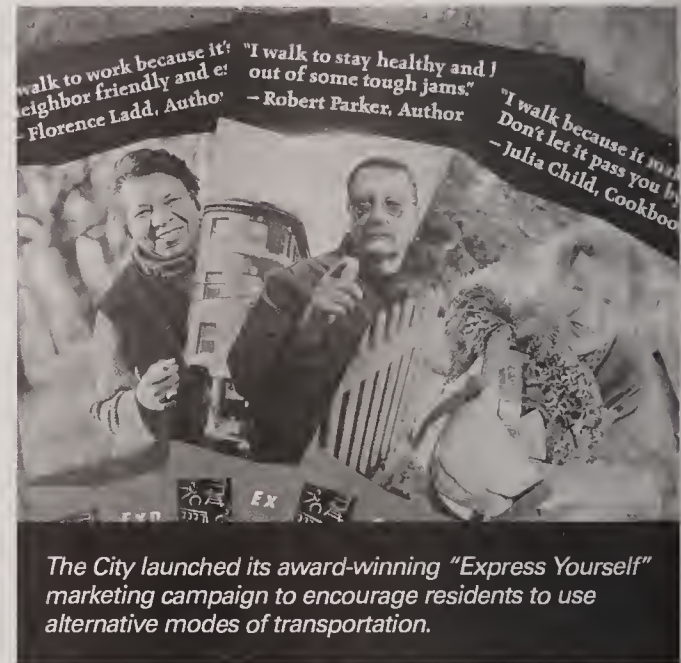
LeadSafe Cambridge participates annually in the City's Riverfest and other community events throughout the year to educate Cambridge residents about lead safe practices.

Environmental and Transportation Planning Division

The Environmental and Transportation Planning Division is responsible for planning transportation infrastructure improvements, implementing the Vehicle Trip Reduction Ordinance and carrying out other measures to reduce single-occupancy vehicle travel in Cambridge, administering the Lead-Safe Cambridge HUD grant, and protecting the environment through pollution source reduction and mitigation measures.

Environmental and Transportation Planning Highlights and Accomplishments

- Oversaw substantial completion of surface enhancements along Fresh Pond Parkway, including paths and crossings for pedestrians and cyclists, new lighting, and significantly improved landscaping. Finalized plans to construct a plaza at Lafayette Square and upgrade Mass. Ave. between the new plaza and the Charles River.



The City launched its award-winning "Express Yourself" marketing campaign to encourage residents to use alternative modes of transportation.

- Installed transportation information kiosks at City Hall, the main branch of the Cambridge Public Library, Cambridge Hospital, and the Senior Center in Central Square. Developed and implemented the "Express Yourself" public service marketing campaign, which featured billboards, posters, and taxi ads showing Cambridge celebrities walking, cycling, and using public transportation.
- Published the Cambridge Pedestrian Plan and launched its distribution with a celebratory public breakfast that brought together transportation officials and members of the business, institutional, and pedestrian advocacy communities. The plan contains policies, design standards, and recommendations for making the city more walkable.
- Under the Parking and Transportation Demand Management (PTDM) ordinance, reviewed or monitored 25 plans from developers to reduce automobile travel to their sites by subsidizing T passes, providing bicycle parking, facilitating ride sharing, and implementing other measures. Secured funding for a shuttle to run between North Station, Kendall Square, and the University Park area.
- Deleaded and preserved the affordability of 60 residential units occupied by low or very low income families, reaching a total of 390 units deleaded through the program since it began in 1994.

Conservation Commission

Nancy Glowa, Interim Director • 238 Broadway, Cambridge • 617.349.4680

The Conservation Commission undertakes a variety of activities to improve and protect the City's natural resources and consists of a director on staff and seven Cambridge residents appointed by the City Manager to three-year terms. Its responsibilities include:

- Initiating and assisting in environmental planning, monitoring and clean-up activities.
- Assisting community groups, watershed associations, and regional, state and federal agencies in a wide range of projects affecting the local and regional environment.
- Participating in the evolving field of urban environmental management, including efforts to restore the health of urban rivers such as the Charles River and Alewife Brook.
- Working with other City departments and providing assistance on technical and regulatory matters during planning, environmental review and permitting processes.

- Providing environmental information to property owners and developing educational opportunities and materials for the public.

- Reviewing and issuing permits for projects located in and around the wetlands, rivers, and floodplains of Cambridge as part of the Massachusetts Wetlands Protection Act (MGL ch.131, s.40). This regulatory function ensures that these resources continue to benefit the City by providing fish and wildlife habitat, protecting water quality, and minimizing the impacts of floods and storms on residences and businesses.

Highlights and Accomplishments

- Conducted over 30 public meetings and hearings on permit applications. Also, held numerous pre-permitting meetings and site visits with applicants, and conducted site monitoring of active projects for permit compliance.
- Assisted in the interdepartmental review of projects, such as redevelopment of the Com/Energy site and the Kendall Station power generation facility in East Cambridge, to ensure that Cambridge's natural environment would be adequately protected from potential impacts.
- Administered the Cambridge Community Garden Program, which provides hundreds of residents the opportunity to plant and manage individual garden plots throughout the city with fruits, vegetables, flowers, etc.
- Served on the Fresh Pond Master Plan Citizen's Advisory Committee and Fresh Pond Natural Resource Stewardship Committee established by the City Manager to develop comprehensive plans for the long-term management of the water quality, natural landscapes and recreational resources in the Fresh Pond Reservation. Helped lead the project's Formatting Subcommittee with responsibility for writing and editing the final Fresh Pond Master Plan.
- Initiated development of a "Cambridge Wetlands and Floodplain Conservation Ordinance" to enhance protection of Cambridge's most sensitive environmental resource areas, including the Charles River, Fresh Pond, Little River and Alewife Brook, as well as the wetlands, floodplains and habitats bordering these water resources.
- Revised and updated the Commission's web page with up-to-date information on the Wetlands Protection Act, permitting procedures, natural resources and community gardens. The page also includes links to other web sites of conservation interest.



Former Conservation Commission Director Julia Bowdoin and Len Belliveau, Central Artery/Tunnel Construction Manager, inspecting site conditions adjacent to the Miller's River.

Consumers' Council

Paul Schlaver, Director • 831 Massachusetts Ave., Cambridge • 617.439.6150

A division of the License Commission, the Consumers' Council works in cooperation with the Attorney General's Office to mediate individual consumer/business disputes in an effort to eliminate the need for either party to go to court to resolve the conflict. The Council also provides educational information to consumers and watches trends in the marketplace, making suggestions for new and amended legislation to better protect consumers. The Consumers' Council continues to be a leader on both the state and national consumer scene through the Executive Director's involvement with the Massachusetts Consumers' Coalition, the Consumer Federation of America and the National Association of Consumer Agency Administrators. The resources offered by these organizations add to the ability of the Council staff to serve Cambridge consumers effectively.

Highlights and Accomplishments

- Third Edition of CAR SMART was published. This 80-plus page booklet is free upon request and the entire booklet is posted at: <http://www.massconsumers.org/carsmart/>.
- Conducted a public workshop, Don't Be Taken For A Ride, with a panel of experts from the Registry of Motor Vehicles, Attorney General's Office and AAA of Southern New England to educate the public about smart car buying practices.
- Expanded outreach effort via The Dispatch Newsletter and public workshops for seniors with a focus on issues related to Cable Television's rising costs and the senior discount problem, telephone area code and local service competition changes, and questions about the rising cost of electricity.
- Staff and interns from area colleges and law schools handled 299 written consumer complaints, resulting in over \$50,000 in refunds or savings for consumers in disputes resolved with a financial outcome. The staff had referred only 19 complaints to Small Claims Court for final resolution.
- Offered information and advice to thousands of consumers via telephone and responded to over 150 web inquiries. Provided extensive resource information and links through the Consumers' Council web page: <http://www.ci.cambridge.ma.us/~Consumer/>.

Election Commission

Teresa Neighbor, Director • 51 Inman St., Cambridge • 617.349.4361

The Cambridge Board of Election Commissioners is a four-person board, with two members from each of the major political parties. It was created by the Acts of 1921, Chapter 239, to conduct voter registration, administer and supervise all elections, conduct the annual census, and certify signatures on nomination papers, petitions, and ballot questions. The role of the Election Commission was expanded in 1987 to include administration of laws governing campaign and political finance reporting. In 1991, it was also assigned responsibility for administering and enforcing the City's Ethics Ordinance.

Highlights and Accomplishments

- The state primary election was held Sept. 19, 2000. A total of 4,790 voters cast ballots for federal and state offices.
- The general election was held Nov. 7, 2000. A total of 40,317 voters cast ballots for Presidential Electors, federal and state offices.
- Conducted a recount of Democratic primary ballots for Middlesex County Register of Probate on Oct. 2, 2000.
- Submitted to the City Council a proposed home-rule petition regarding signature requirements for municipal ballot questions. It was unanimously adopted on Nov. 6, 2000, for consideration by the State Legislature.
- Conducted the Annual Citywide Census.
- Produced the 2001 Annual Street Listing.
- Processed 12,432 voter registration forms in FY 2001.
- In compliance with the Ethics Ordinance, reviewed Statements of Financial Interest filed by 167 municipal officials, including elected office holders, certain City employees, and members of Boards and Commissions.
- In compliance with state mandate, redrew precinct lines that streamline administration of elections, effective as of Dec. 31, 2001. The new precincts were drawn with extensive input from community meetings and consultation with other City departments. Redistricting maps are available on the web or at the Commission.
- Relocated office to 51 Inman Street. This location provides the public with a research area and larger meeting room space.
- Participated with the City's Complete Count Committee on the 2000 Federal Census project.

Electrical

George Fernandes, City Electrician • 100 Smith Place, Cambridge • 617.349.4925

The Electrical Department, which includes the administration, electrical services and exterior lighting divisions, oversees street lighting and the City's fire alarm system; provides electrical maintenance and construction services to all municipal buildings; and provides lighting to all parks and outdoor recreational services. The department also installs and repairs City communications systems (including fiber cable networks) and oversees the installation of cables, conduits and equipment by utilities and other contractors.

Highlights and Accomplishments

- Inspected utility construction projects associated with telecommunication services and electrical distribution by private and public utilities. Worked with NSTAR Electric to define routes and seek approval for a high voltage transmission line to connect to the Southern Energy generation facility in Cambridge, to the Putnam distribution sub station, which will help with electrical demand for Cambridge and other communities in the near future.
- Continued work on the City Fiber Network to provide connectivity as needed for additional links to the new

Fitzgerald School, Water Treatment Plant and the new North Cambridge Library.

- Tested Public Emergency Alarms and connected additional private buildings to the Municipal Fire Alarm System.
- Installed lighting in the renovated Larch Road and Reverend Williams Parks.
- Coordinated electrical power and sound equipment for City events and installed hundreds of miniature lights at City buildings during the holidays.
- Upgraded existing street lighting in various locations, worked with NSTAR to improve street light maintenance throughout the city, and also worked on the redesign of Cambridge street lighting.
- Wired state of the art exhaust systems at all Fire Stations to exhaust diesel fumes when fire apparatus is started in the station.

Emergency Communications

George Fosque, Director • 489 Broadway, Cambridge • 617.349.6911

The Emergency Communications Department operates the City's Combined Emergency Communications and 911 Center (ECC). The Center receives over 55,000 calls and alarms per year for emergency service and manages the coordinated dispatch of police, fire, emergency medical service (EMS) and other resources as needed. ECC staff also answer over 200,000 police and fire business calls from non-emergency callers, many of these involving important quality-of-life issues related to noise, traffic, lost property, and after-hours City information. The Department additionally coordinates the automation of dispatching, police information and fire information computer systems. Finally, the Department is responsible for the management of the City's radio systems and public safety data networks.

Dispatchers in the ECC performed thousands of computer transactions on the state Criminal Justice Information System plus other computer systems in support of police officers seeking license, warrant, arrest history, and other information. They also assist in tests of fire box alarms and circuits; make special notifications of supporting city, state and federal agencies; and handle over 2,500 towed vehicle reports.

Highlights and Accomplishments

- Answered over 47,000 911 calls, a major accomplishment for a busy city with many major fires, storms and accidents.
- Supported over 25 computerized systems (most of which require 24-hour continual operation) and helped program and start up a Web-based Fire Records management system in all eight fire stations that replaced the Fire Department's main fire incident and run paper reports.
- Managed tactical communications for major City events and for many multiple alarm fires.
- Implemented a Tactical Map Display for dispatchers to accurately locate 911 calls and potential response units on a detailed computerized map.
- Replaced half of the inventory of old radios with modern portable and mobile radios, and expanded the capacity of the 800 Mhz trunked radio system.
- Introduced an improved Emergency Medical Dispatch card system and reviewed more than 1,000 calls as part of the EMD Quality Improvement program.

Emergency Management

David O'Connor, Director • 147 Hampshire St., Cambridge • 617.349.4842

The Cambridge Emergency Management Department is the primary agency in Cambridge charged with planning for disasters and coordinating response to such disasters. It is the local counterpart of the Massachusetts Emergency Management Agency (MEMA) and the Federal Emergency Management Agency (FEMA). These agencies work closely with the Cambridge Emergency Management Department in preparing governmental responses to natural and man-made disasters. The Emergency Management Department prepares contingency plans for natural disasters and technological hazards. The department works closely with other City departments and with voluntary agencies such as the American Red Cross to ensure that residents affected by fires or other localized disasters receive the assistance they need.

Highlights and Accomplishments

- Maintained and updated the department's web page at www.ci.cambridge.ma.us/~EM with emergency preparedness information, and links to other resources and agencies that provide information on specific hazards. Also included on this web page is information on disasters occurring outside of Cambridge that could impact residents. During FY 2000-2001, information was posted on the flooding in the United Kingdom, flooding in the La Valle d'Aoste region of Italy and the devastating earthquake in the Gujarat region of India.
- Cambridge is home to a number of companies and institutions that present a wide variety of hazards, most of which, are relatively small in scale, but remarkably diverse. Intensive emergency management planning is needed to ensure that the citizens of Cambridge are protected against these hazards. Facilities with sufficient quantities of hazardous materials are required to report chemical inventories according to the provisions of Title III of the Superfund Amendment and Reauthorization Act (SARA).
- The ability of the City to cope with hazardous material incidents has been enhanced by the installation of a system of personal computers linking the Emergency Management Department with other City departments. This computer system contains a database of the SARA inventories and material safety data sheets based upon CAMEO software, which locates hazards, resources and special risk populations such as schools, hospitals and day-care centers on a computer map. The Emergency Management Department uses the CAMEO system to enter the chemical inventory data received from facilities and then transfers the data to other departments.
- The Cambridge Emergency Management Department also works with other departments to plan for public safety at major annual events such as the Fourth of July and the Head of the Charles Regatta, which draw large crowds to Cambridge.
- The Cambridge Auxiliary Fire Department (CAFD) had 20 members who are supervised and trained by the Cambridge Fire Department. The CAFD operates a pumper that was converted for use as a lighting plant and equipped with a 15,000 Watt electrical generator that entered full service in the Fall of 1993. During FY01, work began to convert a former Cambridge Fire Department truck to a lighting plant and to transfer the generator set and other equipment to the new vehicle. It is expected to be in service in early fall of 2001. During the past year, CAFD responded to a number of multiple alarm fires in Cambridge and nearby cities and towns. CAFD also operates a converted ambulance, which is utilized as a rehabilitation van at the scene of major fires.
- The Cambridge Emergency Management Department is jointly responsible, with the Cambridge Police Department, for managing the Cambridge Auxiliary Police Department. The CAPD is supervised and trained by the Cambridge Police Department and has developed the capability to respond rapidly to incidents. Volunteer officers are called out to the scenes of fires and major crimes to provide crowd control and free up regular officers for investigation and patrol duties. The CAPD is notable for the long-term dedication of its officers. There are still two active officers who began as Civil Defense Police during World War II. As of the end of FY01, there were two officers with over 50 years of service and several others with over 30 years or 40 years of service.
- The Director of the Cambridge Emergency Management Department continued assisting the MEMA Region I staff, in training exercises for the hazards presented by Seabrook Station. This assists the MEMA staff, while providing extensive free training for the Director in the functioning of MEMA during a major emergency and facilitates co-operation with MEMA.
- The Radio Amateur Civil Emergency Service (RACES) volunteer radio operators have continued to train and participate in regional and statewide drills. They use 2meter along with HF and 6m. Amateur radio to provide an emergency link to state agencies, which would be available in the event of telecommunications failure.



Cambridge Emergency Management Director, David B. O'Connor confers with Steve Morash, Deputy Director of Boston Emergency Management and Major Kathleen Stefani, Commander of Massachusetts State Police Troop H in the Unified Command Center on the 4th of July.

Finance

James Maloney, Assistant City Manager for Fiscal Affairs • City Hall • 617.349.4220

The Finance Department, under the direction of the Assistant City Manager for Fiscal Affairs, is responsible for the planning, implementation, oversight, integrity and reporting of the City's operating and capital finances. Though the Finance Department oversees the Budget, Assessing, Purchasing, Management Information Systems, Personnel and Auditing functions, these departments are located alphabetically in this annual report and include separate overviews and highlights.

The Administration, Revenue and Treasury Divisions, which also fall under the management of the Finance Department, are included below:

Administration

The Administration Division provides leadership to the operating divisions of the Department, as well as policy direction for staff and coordination with other City departments, state and federal regulatory agencies. In addition, the annual independent audit of the City's financial records is budgeted in this division. The audit is performed in accordance with generally accepted accounting principles, and assures potential purchasers of the City's notes and bonds of the City's fiscal soundness; the independent auditor also makes recommendations to improve the City's financial management.

Revenue

The Revenue Division is responsible for collecting and recording all of the City's receivables in a timely and accurate manner and providing a high level of customer service to taxpayers requesting assistance. During the course of a year, the Division issues more than 250,000 bills and notices and processes over \$250 million in receipts. The office files for title accounts and works with the Law Department to initiate tax title and foreclosure procedures for severely delinquent properties in order to protect the City's legal interests.

Treasury

The Treasury Division is comprised of two cost centers: Cash Management and Payroll.

Cash Management is responsible for all of the City's banking, including the banking services contract; identification of all wire transfers into City bank accounts; investment of City cash; management of the City's trust funds; reconciliation of all cash; timely payment of all debt service obligations; and prompt payment of all approved obligations to vendors and contractors.

Payroll's primary responsibility is the timely weekly payment of approximately 3,000 employees. It is also responsible for: paying federal, state and medicare withholding spending arrangements; health and life insurance; deferred compensation; retirement; MBTA pass purchases; and administering garnishments and attachments to employees' wages. At year-end, Payroll prepares and distributes over 10,000 W2s and 1099s.

Highlights and Accomplishments

- In recognition of the City's strong economic and financial condition, received the highest credit rating from the three major credit rating agencies: Fitch IBCA, Inc., Moody's Investor Service, and Standard & Poor's Corporation. Cambridge is one of six cities in the nation that has achieved AAA ratings from three independent financial rating agencies. The high credit rating allows the City to finance capital projects with low interest rates, ultimately saving the City millions of dollars.
- Continued to maintain and upgrade the financial system for purchasing accounts payable and the general ledger for the City and School Department.
- Published the Comprehensive Annual Financial Report, which received the Government Finance Officers Award for Excellence in Financial Reporting for the 16th consecutive year.
- Collected 100 percent of the net real estate tax levy and personal property tax for FY01. In addition, collected \$1,060,388 in principal and \$480,956 in interest on property in tax title.
- Issued \$32,800,000 in General Obligation Bonds to finance various projects throughout the City as well as \$29,376,285 in loans from the Massachusetts Water Pollution Abatement Trust to finance several sewer reconstruction projects and a portion of the new water treatment plant.

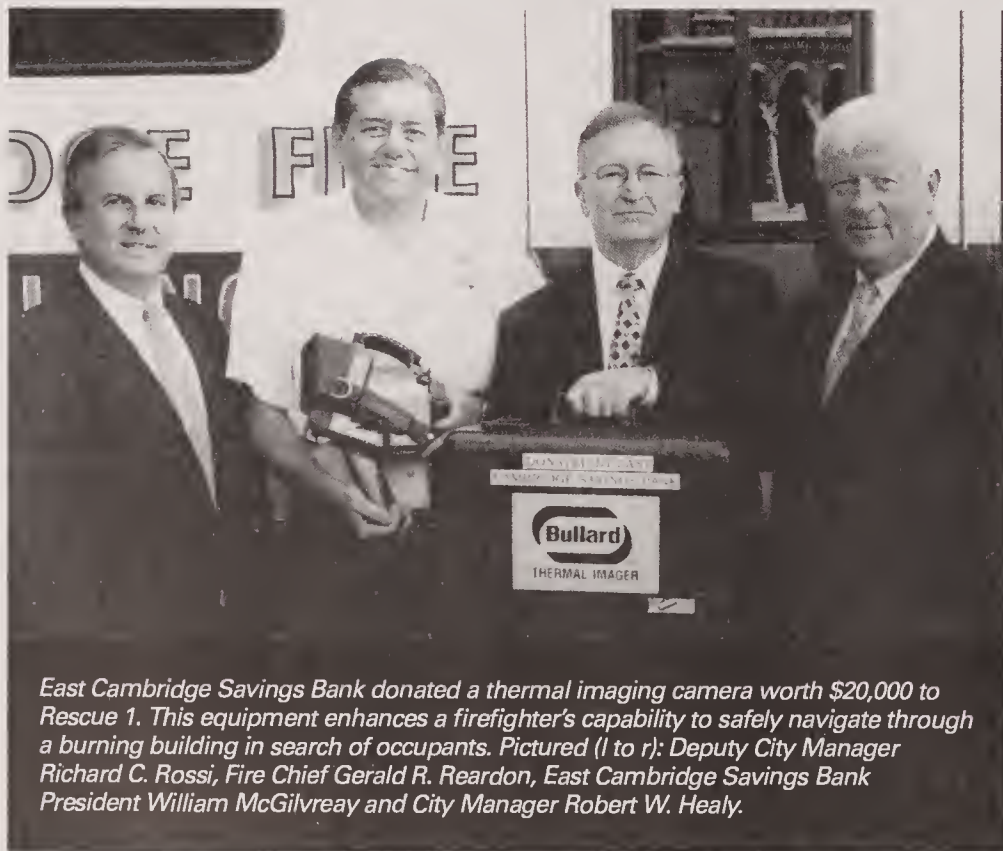
Fire

Gerald Reardon, Fire Chief • 491 Broadway, Cambridge • 617.349.4900

While the ostensible purpose of the Cambridge Fire Department is to prevent and suppress hostile fires, the Department's functions and responsibilities have broadened to meet a wide variety of public safety challenges facing many municipalities today.

Charged with protecting the sixth most densely populated city in the country, the Department's area of operation includes four miles of subway tract, over six miles of riverfront, and more than 100 high-rise buildings and densely constructed wood frame districts. Varied terrain demands varied services; therefore, in addition to fire protection, the department is trained and equipped to handle emergency medical services, ice, water, and confined-space rescue, and hazardous material incident response.

The department also educates the public in fire safety, inspects and enforces fire codes, reviews plans for new construction or major renovations, monitors firefighter safety, and conducts fire equipment performance tests. The Fire Department's motto is: "Our Family Helping Your Family."



East Cambridge Savings Bank donated a thermal imaging camera worth \$20,000 to Rescue 1. This equipment enhances a firefighter's capability to safely navigate through a burning building in search of occupants. Pictured (l to r): Deputy City Manager Richard C. Rossi, Fire Chief Gerald R. Reardon, East Cambridge Savings Bank President William McGilvray and City Manager Robert W. Healy.

Cambridge Fire Department Divisions:

Fire Suppression

This division's primary responsibilities include prevention and suppression of fires, pre-hospital emergency medical care, and rescue of persons entrapped by building collapse, elevator, vehicle, ice or water accidents. It also conducts annual fire hose and pumper service tests, fire hydrant inspections and flow tests, and provides hazardous materials incident response.

Fire Prevention

This division works on fire prevention efforts by educating building owners, shopkeepers and other members of the public in fire safety. It also protects the public by enforcing high-rise sprinkler laws and conducting state-mandated fire inspections of schools, hotels, hospitals, nursing homes and theaters.

Training Division

This division strives to field the best-trained firefighters possible and to ensure that they carry out their duties in a safe manner. To that end, it provides firefighters with CPR defibrillator, EMS and other training opportunities, supervises vaccinations against various diseases, and monitors fire personnel to ensure adherence to strict safety requirements during major incidents. Evaluating new fire equipment and supervising annual service tests of all pumping fire engines round out the Training Division's responsibilities.

SARA Office

Established by the Superfund Amendment and Reauthorization Act (SARA) of 1986, this office is responsible for the safe use and storage of hazardous materials and incident mitigation training. The SARA office also conducts fire safety training sessions in elementary schools and elderly housing, thereby educating those who are most at risk. It also coordinates the Local Emergency Planning Committee (LEPC), which assures that city, regional and state public safety organizations respond to emergencies in a coordinated manner. Cambridge is one of only three cities in the Commonwealth with a fully certified LEPC.

Technical Services

This division provides invaluable support services, from maintaining and modernizing equipment and buildings, to procuring and maintaining communication equipment for all City departments. It also supplies the mechanics that provide high quality repair to fire equipment, and prepares specifications for renovation and major system repairs to Fire Department buildings.



Rescue Company members rescue a dog that fell through the ice on the Charles River.

Fire

Page 2 of Fire



Firefighters prepare to attack a fire at the corner of River and Cottage streets.

Highlights and Accomplishments:

- Received a Grant for \$108,661 from the Commonwealth of Massachusetts Executive Office of Public Safety, which was used to purchase a diverse array of safety equipment as follows:
- Replaced the SCBA compressor and storage tanks that supply breathing air for firefighters with a new 6000-PSI system. Purchased 10 complete replacement SCBA units that deliver breathing air to firefighters.
- Replaced the radio repeater used for fire ground operations.
- New integrated PASS device systems that warns when firefighters become incapacitated and emit an audible signal to facilitate finding a lost or injured firefighter.
- Additional SCBA 1-hour air bottles used by firefighters for hi-rise, hazardous material and subway fires that require longer duration of breathing air.
- New multi-gas organic compound meters that can interpret combustible readings during hazardous material incidents.
- Cooling fans that assist in rehabbing firefighters during hot weather operations.
- Replacement of cold-water survival rescue suits that are used in water and ice rescue situations.

- A firefighter accountability system that provides an inventory of firefighters at a fire scene to identify missing members.
- Specifications have been developed for replacement of Ladder 2, a 95-foot aerial tower in East Cambridge and Ladder 4, a 105-foot aerial ladder in North Cambridge.
- Two additional state-of-the-art advanced life defibrillators have been purchased for Rescue 1 and Rescue 2 vehicles, which provide advanced emergency medical services to the city.
- Purchased new Motorola MCS 2000 800 MHz mobile radios for all fire department vehicles. The present radios are approximately 12 years old and do not support the new high-speed format.
- Launched recruitment process to hire additional firefighters.



Firefighter Daniel Lewicki ventilates a window to enable heat and fire to escape a burning building.

Historical Commission

Charles Sullivan, Director • 831 Massachusetts Ave., Cambridge • 617.349.4683

The Cambridge Historical Commission administers one of the oldest and most comprehensive municipal preservation programs in the country, protecting over 2,900 buildings in two historic and five neighborhood conservation districts, and 20 individual landmarks. In FY01, applications for work at over 300 designated properties were reviewed. The Commission also reviews demolition applications for buildings over 50 years old and can delay demolition of significant buildings in an attempt to find a preservation alternative; Fifty applications were reviewed.

The Commission oversees historic parks, such as Longfellow Park, where an extensive restoration project is nearing completion, and the Revolutionary-era Fort Washington, where interpretive signs will be installed. Through the Commission's Preservation Grant program, eight grants between \$2,000 and \$5,000 were awarded to homeowners and affordable housing agencies for exterior rehabilitation. In May 2001, the Commission honored 12 exceptional historic preservation, restoration, and renovation projects at its annual Historic Preservation Recognition Program.

The Commission is a valuable source of information on preservation issues and the City's architectural and social history. Last year, staff met daily with homeowners, developers, and neighborhood groups to explore historic preservation options and offer technical advice on building issues and historic paint colors. Almost 40 educational and informational programs were presented to more than 1,700 children and adults.

The Commission staff answers general history queries and assists patrons with specific research projects. Almost 400 researchers visited the library and archives; staff responded to over 750 telephone, mail, and e-mail inquiries. The Commission's web site, which includes administrative and historic information, experienced a sizeable increase in the number of on-line visitors. From June 2000 to June 2001, traffic increased more than 300 percent.

Highlights and Accomplishments

- Received City Council approval for the creation of the Marsh Neighborhood Conservation District, an area of mid- to late-19th century cottages west of Harvard Square.
- Produced and distributed a guide to permitting procedures and design guidelines for the new Harvard Square Conservation District.
- Converted Cambridge architectural survey data from computer tape file to modern database format.
- Received a grant of \$6,525 from the Massachusetts Historical Records Advisory Board and the National Historical Publications and Records Commission to develop a documentation plan for the continuing identification, collection, preservation, and use of the City's vast public and private records.
- Preserved the Commission's collection of City Directories (1848-c. 1970) by scanning and rebinding each book. The directories have also been preserved in electronic format on CDs, which will ensure an extended life-span for these valuable research sources.
- The Boston Society of Architects awarded the prestigious Commonwealth Award to the Commission, "for the extraordinary leadership and effective advocacy it has brought for over three decades to the preservation and enhancement of the built environment."
- Completed design review and supervised restoration of 95 Irving Street (William James House); 125 Mount Auburn Street (Harvard Square post office); 101 Third Street (Third Congregational Church); and University Hall in Harvard Yard, among many other projects.



THE ABOVE REPRESENTS THE
Mammoth Grocery and Provision House
 OF CAMBRIDGE,
 Which is situated at Nos. 80 and 82 Pleasant St.
Everything pertaining to a First-class Grocery and Provision Establishment will be found at Red Rock Prices.
 80 & 82 Pleasant Street, - - - Cambridgeport.
ARTHUR H. SMITH.

Advertisement from Cambridge City Directory, 1891.

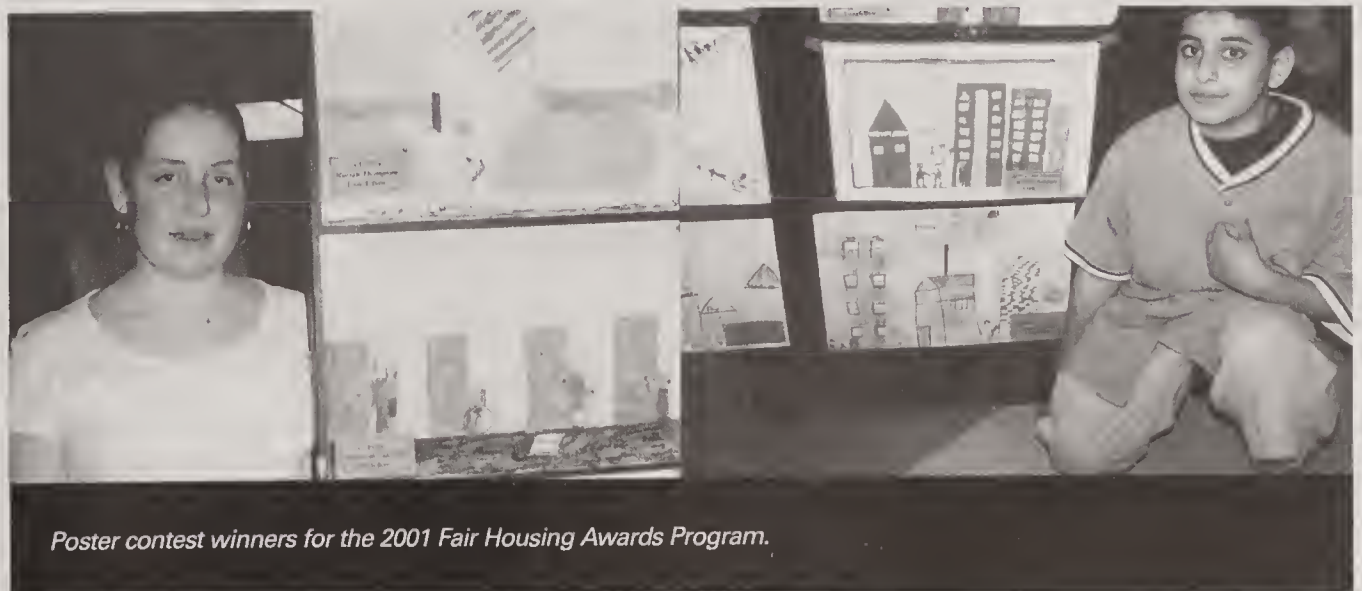
Human Rights Commission

Quoc Tran, Director • 51 Inman St., Cambridge • 617.349.4396

The Cambridge Human Rights Commission's (CHRC) mission is to enforce local, state and federal laws, which prohibit discrimination in Cambridge. The Commission is empowered to receive, investigate, mediate, and initiate complaints of discrimination in housing, employment, education and public accommodation as well as Civil Rights Act violations. It also strives to educate the public including school-aged children and City employees about their rights and responsibilities under the law.

Highlights and Accomplishments

- The Commission found Probable Cause in an employment transgender case, the first of its kind in Cambridge. A public hearing is pending for this case.
- In partnership with the Fair Housing Committee, the Commission sponsored its annual Fair Housing Month Celebration in April. Approximately 176 students from grades 6th to 8th from four Cambridge Schools participated in the essay and poster contest this year. Various Cambridge business establishments collaboratively assisted the Commission in the celebration. Cambridge Trust, Cambridgeport Bank, Cambridge Savings, East Cambridge Savings, the Council of Realtors, and several local businesses donated money, certificates of savings bonds, and gift certificates toward the awards and prizes for the winners.
- As part of the Commission's renewed focus on outreach, actively provided training sessions on various aspects of Fair Housing and Employment discrimination to a number of municipal agencies, Cambridge Schools, and community based organizations. Attended numerous community meetings and various Governor's Advisory Councils and Boards to talk about the effect of discrimination on minority groups.
- Collaborated with the City's Personnel Department and the Women's Commission in providing regular training on sexual harassment issues to new hires.
- Collaborated with the Boston Fair Housing Center in various projects aimed at strengthening Fair Housing laws and investigative practices.
- Continued participation in the Massachusetts Association of Human Rights and Human Relations Commissions to keep abreast of local issues and to jointly develop proactive and reactive means.
- In an effort to assist the Massachusetts Commission Against Discrimination (MCAD) with its outreach, met with public officials and concerned citizen groups from various municipalities to stress the importance of, and to advocate for, having local anti-discrimination ordinances and human rights commissions using the success of the CHRC as a model.
- Continued implementing mediation as a component of the Commission's enforcement mission. All formal complaints under the Commission's investigation are now subject to an attempt of mediation at some point before a determination on the merit of the case is made. Since its implementation, over 30 percent of cases were amicably mediated before a finding was made.
- Completely revised the Commission's Rules of Procedure to better serve the needs of involved parties and to reflect compliance with Federal and State procedures in dealing with their cases.
- Received significant funding from HUD for enforcement work, education, outreach, and training programs. Also received a new work-sharing agreement with the MCAD.
- Participated in a television program on racism.



Poster contest winners for the 2001 Fair Housing Awards Program.

Human Services

Jill Herold, Assistant City Manager for Human Services • 51 Inman St, Cambridge • 617.349.6200

The Department of Human Service Programs (DHSP) provides a breadth of services that is unique in the Commonwealth, reflecting the strong and ongoing support of the Administration, the City Council, and ultimately, the residents of Cambridge. Driven by the needs of residents, the department's extensive services and programs touch almost every sector in the city: from newborns to senior citizens, from school-aged kids to homeless parents, from non-profit organizations to local employers. Residents participate in the work of the department at all levels: as employees, as members of the Human Services Commission, as volunteers, as members of neighborhood councils, task forces, and committees, as well as consumers of services.

DHSP services provided directly to the community include:

- Neighborhood based educational and enrichment programs for children and adults
- Recreation programs for children and adults
- Services to and programs for seniors
- Youth programs
- Fuel assistance
- Substance abuse prevention programs
- Job preparation and matching
- Classes for adult basic education, literacy, and English for Speakers of Other Languages
- Housing search and casework services to homeless and at-risk individuals and families
- Haitian services
- Pre-school and after-school child care and family support programs



Fitzgerald Community School Camp Performance.

In addition, the department brings non-profit and community-based organizations together for planning, coordination, and technical assistance, funding many of these agencies through service contracts. During the past year, DHSP joined with others in the community to examine major issues and to develop effective programmatic responses. The department provided staffing and leadership for major community collaborations, such as the Agenda for Children, and worked closely with the School Department on implementing extended day programming to meet the needs of Cambridge students and their families.

Highlights and Accomplishments

- Served 85,915 meals in 32 sites throughout the city during the Summer Food Service Program.
- Expanded usage of the Senior Center Food Pantry by seniors of various ethnic and cultural backgrounds through targeted outreach designed to overcome cultural barriers.
- Provided literacy services to homeless adults through computer, math and individualized reading classes.
- Increased employment and referral services to public housing tenants through collaboration between the Cambridge Housing Authority and the Cambridge Employment Program.
- Expanded a workplace education program to provide English as a Second Language classes to employees in the Harvard Square Business area.
- On the 10th anniversary of the Americans with Disabilities Act, issued a significant report entitled "In the Loop-Increasing Employment Opportunities for People with Disabilities in Cambridge."
- Provided fuel assistance to 801 income eligible Cambridge residents to help them pay for the cost of winter heating.
- With the School Department, implemented and evaluated the pilot Harrington Extended Day Program, providing children with academic support and enrichment activities and providing English for Speakers of other Language classes for parents.

DHSP Divisions and Programs: Overviews and Highlights

Office of Workforce Development

The Office of Workforce Development (OWD) is charged with expanding employment and training opportunities for Cambridge adult and youth residents and providing ongoing assessment of, and response to, the unmet needs of the local workforce and employers. It does so by forging alliances among employers, community-based organizations, the schools and post-secondary educational institutions and by providing research and development services to them.

OWD streamlines access to information about employment and training resources; coordinates service delivery through collaborative planning and program development; and creates opportunities for youth and adult residents to develop career pathways.

Human Services

Page 2 of Human
Services

- Through the Cambridge Employment Program, placed 147 residents in jobs or education and training programs. Expanded services through a partnership with the Cambridge Housing Authority.



A student works on her resume at the Youth Employment Center.

- Convened the Jobs Consortium through which local job developers shared over 600 job leads.
- Worked closely with community partners to coordinate school to career activities, the Youth Employment Center, the annual private sector Summer Jobs Campaign, and Bunker Hill Community College's Cambridge site.
- Managed contracts with local community-based organizations for employment and training services (including Just-A-Start's Biomedical Training Program) and over-

saw construction monitoring to ensure compliance under the Cambridge Employment Plan Ordinance and First Source hiring agreements.

- The Mayor's Summer Youth Employment Program served over 500 youth providing them with summer jobs and increasing participants' skills and employability by expanding career/college readiness activities.

Planning and Development

- The Department's planning staff assisted in formal and informal community needs and resources assessment activities, working with the Commission on Human Service Programs, staff from other divisions and other local groups.
- Provided leadership and staff support in working with other City and community agencies in the first stages of development of an on-line human services information and referral database.
- Gave technical assistance to agencies seeking funding from many sources, and coordinated the processes for agency proposals for funds which flow through the Division, such as Community Development Block Grant, Emergency Shelter Grant and the HUD Supportive Housing Program.
- Through the Grants Management unit, administered outgoing contracts for a variety of community services such as youth and family services programs, domestic abuse and violence prevention, homelessness prevention and services, food pantry services and programs serving elders and disabled

persons. During the past year, the Division administered more than \$2.5 million dollars in federal, state and other grants to provide these services.

Multi-Service Center For The Homeless

The Multi-Service Center serves the homeless and those at risk of homelessness through direct casework and referrals for personal and financial counseling, mental health services and substance abuse services. The Center also provides transitional SRO housing for men and women in partnership with the YWCA and YMCA. As a component of its case management activities, financial assistance from several sources is available on a limited basis to stabilize families and individuals at risk of losing housing and to help homeless people move into housing. With housing costs continuing to rise, staff saw an increase in people seeking services last year. DHSP-staffed programs are complemented by services provided on site by Shelter, Inc., Tri-City Mental Health, the Cambridge Health Alliance, Shelter Legal Services and CASCAP Representative Payee/Budget Counseling Services. Haitian Services provides case management and services to persons who have resettled here from Haiti.

- Placed 237 individuals in temporary housing.
- Placed 129 individuals in permanent housing.
- Helped 141 individuals and 208 families maintain their current housing.
- Assisted 84 families in locating new housing.

Cambridge Prevention Coalition

The Cambridge Prevention Coalition was created in 1990 to address the issue of rising substance abuse among city youth. The Coalition's primary focus involves securing major federal and state grants to help fund its prevention strategies and educational initiatives. The Coalition also provides substance abuse prevention services to middle grade students and parents and substance abuse education to health care professionals.

- Piloted the Life Skills Training Program in six new sixth grade classrooms and provided an additional year of training to 11 seventh grade classrooms. This program is an example of science-based prevention and is cited as an effective tool for reducing substance use among youth.
- Developed and launched a new server training program for alcohol servers and sellers. This program included outcome measures and was specifically tailored to Cambridge establishments.

Cambridge River Fest 2001

June 16, 2001

The 23rd Cambridge River Festival featured six stages of music, *The Crowded River*, a temporary and participatory public art installation, family oriented art-making activities, and a host of rover performers. Two new additions to the event lineup included *Chalk on the Walk*, a collaborative venture with the Cambridge Rotary Club, and a component dedicated to demonstrations of New England folk and traditional arts.



photos: Don Gurewitz



Danehy Park Family Day:

September 22, 2001

One of the largest City-sponsored events, Danehy Park Family Day attracts thousands of people annually and offers something for everyone. Attendees enjoy a variety of live music, children's games and activities, amusement rides, food, arts and crafts, and so much more.



Human Services



Commission for Persons with Disabilities

The Commission for Persons with Disabilities addresses issues of concern to individuals with disabilities and promotes the full integration of people with disabilities into all aspects of Cambridge community life. Ensuring compliance with the Americans with Disabilities Act (ADA) continues to be a key focus of the Commission's interactions with other City departments. Other ADA efforts include facilitating requests for rea-

sonable accommodation from City employees and supervisors, educating Cambridge businesses about their ADA obligations, and providing technical assistance to both the public and private sectors.

- Provided technical assistance and over 80 training sessions to City departments and staff.
- Responded to over 1,400 requests for information and referral from the public.
- Continued to administer a number of programs for Cambridge residents with disabilities, including the Temporary Disabled Permit program, the Taxi Discount Coupon program, the Reserved Disabled Parking program, and the Recycling Bin Carrier and Exemption programs.

The Kids' Council

Created by City ordinance in 1991, the Coordinating Council for Children, Youth and Families (more commonly known as The Kids' Council) provides leadership in promoting a comprehensive, local response to the needs of Cambridge children and their families. It is comprised of parents, community members, top City officials, and representatives of universities, businesses, philanthropies and community organizations. A major focus of the Kids' Council is to guide the development of the Cambridge Agenda for Children. This project brings together different City entities (schools, City departments and the health system) with community-based agencies, businesses and residents to promote the well being of our city's children. The Kids' Council's takes pride in the success of one of its earlier initiatives, the Center for Families of North Cambridge, which has recently been accredited as one of 12 exemplary programs from Family Support America.

- Oversaw the development of action plans to achieve the Agenda for Children initiative's two priority goals: 1) Children and their families will be able to read; and 2) Children and youth will have access to

supervised activities in nurturing and safe environments at all times.

Community Schools

The Community Schools Division provides a network of neighborhood services offering educational, cultural, social and recreational opportunities for all age groups. Through 14 Community Schools, directors work with their respective councils to assess community needs and to create high quality, cost-effective programs, including after-school enrichment classes, four extended day programs with the School Department, and full-day summer and vacation camps. Community Schools run programs such as Summer Arts in the Park, cultural and social family events, such as Black History Family Night and children's performances in music, dance and theater. Participants in these programs represent the racial and ethnic diversity of Cambridge.



Longfellow Summer Songs Parade.

- Over 1000 classes were offered for children and adults along with numerous family and senior trips.
- Over 50 Arts in the Park events were presented.
- Served over 900 children through summer camps. (Tuition assistance is provided and 40 percent of the children were eligible to receive scholarships).
- Provided significant support to the North Cambridge Crime Task Force in organizing and carrying out the 8th successful Night Out Against Crime, attracting more than 2000 participants.

Youth Programs

The Cambridge Youth Program serves pre-teens and teens at five youth centers. The program strives to enrich the lives of youth (ages 9 to 19) by promoting leadership skills, providing academic support, recreational activities, and by providing a safe and fun place to grow. A diverse and multi-talented staff is available to provide direct service, enrichment activities and mentorship to participants.

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- Completed a program assessment and significantly expanded youth center staff.
- Began a "Leaders in Action" program for 16-18 year olds, focussed on leadership development, career awareness and community service.
- Sponsored a consolidated February Vacation Camp for pre-teens, a Saturday learning program for pre-teens and a youth appreciation day.

Recreation

The Recreation Division is charged with providing quality, affordable and accessible recreational opportunities for Cambridge residents of all ages in well-designed and maintained recreational facilities. Its responsibilities include management of city-wide and neighborhood-based recreation programs and facilities; scheduling of all City parks for athletic uses; and maintenance and management of Mayor Thomas W. Danehy Park. This 55-acre former landfill has become the main focal site of youth and adult athletic leagues, and city-wide special events such as Danehy Park Family Day. During the year, the Recreation Division sponsors children's activities at neighborhood parks and playgrounds and the Gold Star Pool, as well as adult softball and basketball leagues. The Division also offers extensive summer and school-year programs for children with special needs, as well as programs for young adults with special needs.

- Completed planning for the expansion of recreational opportunities at Danehy Park with the addition of a new upgraded 400-meter running track as well as systematic improvements to the extensively

used fields to ensure quality-playing surfaces.

- Successfully managed the 14th annual CityRun road race, which attracted over 700 participants and raised \$16,000 for the Friends of Cambridge Athletics. CityRun was named one of the Top 100 Road Races in New England in 2000 by New England Runners Magazine.
- Sponsored 175 youth and 55 adult recreation and swimming classes.

Thomas P. O'Neill, Jr./Fresh Pond Golf Course

The Cambridge Municipal Golf Course at Fresh Pond is in operation from early April through early December and is fully supported by daily fees, membership and league fees. Fresh Pond Golf Course offers a variety of membership and league opportunities, limiting tee times in order to facilitate play for all people. The Golf Course will be implementing the recommendations from the Fresh Pond Natural Resource Stewardship plan, which will result in the establishment of buffer zones to expand, protect and enhance its natural areas.

- Over 55,000 rounds of golf were played at the course.
- Sponsored a successful free weekly junior golf lesson program serving 50 youth this year.
- Assisted in the development and implementation of a variety of charitable golf tournaments for non-profit organizations and agencies.



CRLS Girls' Track Team at the Annual CityRun Road Race.

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- In conjunction with the Massachusetts Golf Association and Harvard University, staff initiated a weekly off-season youth golf lesson program.

Council on Aging

The Council on Aging (COA) is responsible for the provision and oversight of services to Cambridge residents age 60 and older. Its mission is to promote and safeguard the health and independence of seniors, to advocate for seniors in many areas, to arrange for necessary services, and provide meaningful social and recreational options that enhance their lives. At the City-Wide Senior Center and the North Cambridge Senior Center, seniors are provided with a variety of services, classes and events. The Substance Abuse Services for Seniors (SASS) program, for exam-

ple, is a unique program within the Commonwealth, serving seniors who have difficulty with substance abuse or medication misuse. The Division also operates a Senior Shuttle bus that transports individuals to the Citywide Senior Center from all major housing buildings and from other locations throughout the city, Monday through Friday.

Other services and classes include counseling and support groups, vision screenings, blood pressure clinics, men's group, computer classes, as well as many other educational and recreational offerings, including numerous classes devoted to exercise, movement, and physical well-being. Groups of seniors from diverse ethnic backgrounds, including Asian, Haitian, Russian and African American, meet regularly at the Senior Center. To ensure that the programs and services provided at the Center meet the needs of Cambridge's seniors, a city-wide Advisory Committee meets regularly with staff and provides input.

- Provided information and referral services to over 2000 seniors.
- Coordinated services such as homemaker, transportation, counseling and meals as well as numerous other social, advocacy, recreational and support services for more than 400 seniors.
- Sponsored several informational sessions for seniors to address the increasingly complex problems of finding health benefits and prescription drug benefits coverage.

- In addition to being open on weekends for meals and casual drop in, began to offer classes on Saturdays in response to requests from many seniors.

- The Senior Food Pantry, the only one in the area specifically serving seniors, received over 4,400 visits from financially eligible seniors. Participants visit weekly and take home fresh fruits and vegetables, meats and canned goods.

- Breakfast and lunch are served daily and over 34,000 individual meals were served last year.

Child-Care and Family Support Services

The Child-Care and Family Support Services Division offers residents the services of 13 Massachusetts Office for Child-Care Services licensed childcare programs. School-Age programs focus on socialization skills, community service and building self-esteem, and provide academic support and programmatic linkages with the school day curriculum. Programs are located at the Fletcher-Maynard, Morse, Fitzgerald Schools, King and the Graham and Parks Schools.

The Pre-School programs offer a developmentally appropriate curriculum focused on the children's interests and abilities. Pre-School programs are located at the Haggerty, King, Longfellow, Morse, Fitzgerald and Kennedy Schools.

Inclusionary practices are strongly supported through collaboration with the Bureau of Pupil Services of the Cambridge School Department.



Children from the Morse Pre-school.

- Served approximately 300 children daily, more than half of whom received full or partial subsidy or scholarships through the state or the City.



Myrna Rivera, Virginia Acker and Ila Watson at the Citywide Senior Center.

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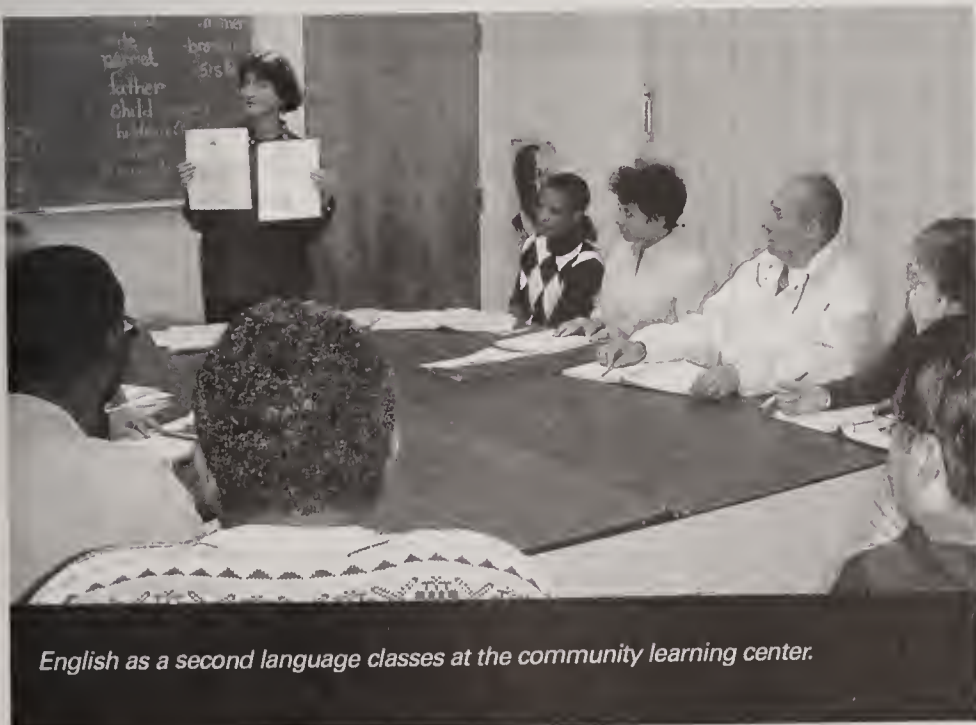


A young artist at East Cambridge Pre-School at the Kennedy School.

Center For Families

The Center for Families of North Cambridge began in 1994 as an initiative of the Kids' Council. This neighborhood based, school-linked family support program is housed in Playspace Central, an off-site drop-in center. An elected Community Advisory Council representing the North Cambridge neighborhood oversees the program. The Director of the Center is supported by funds equally from the Cambridge Health Alliance, the School Department and the City. Operating costs are supported by a Massachusetts Family Network grant from the Department of Education and a Massachusetts Family Center grant from the Children's Trust Fund.

- Provided information and assistance on finding resources to over 180 families.
- Provided parent education and support groups to more than 220 families.



English as a second language classes at the community learning center.

- Provided family activities at Playspace to more than 300 families.

Community Learning Center

The Community Learning Center (CLC) provides adult basic education classes in the following areas: English for Speakers of Other Languages, citizenship preparation, literacy, GED preparation, the Adult Diploma Program and the Pre-College Bridge Program.

The core program includes seven levels of English for Speakers of Other Languages classes and six levels of basic reading, writing and math classes. GED and pre-GED classes prepare students to pass the five high school equivalency examinations. The Adult Diploma Program awards a Cambridge Rindge and Latin School Diploma to adults based on a combination of demonstrated competency in reading, writing, mathematics and US history and credit for previous coursework, employment, home management, languages, and other life experience areas. The Bridge Program prepares students for the transition to post-secondary education. All students receive educational counseling; individual tutoring with trained volunteers is available as needed. Students can also learn basic computer operations, and practice their reading, writing and math skills on a computer.

Of the students served each year at the CLC, approximately 200 are from the United States and the remainder come from 70-80 different countries, with over 40 different native languages represented. Approximately 35 percent of the costs of the CLC are supported by City tax dollars, with the remaining funds coming from grants, contracts, and private fundraising. These funds have enabled CLC to also provide family literacy programs, outreach and classes for special populations including the homeless, public housing residents and welfare recipients, an intensive pre-vocational program, teacher training, workplace education and the development of public health and civic education curricula.

- Provided adult basic education classes to more than 1,100 adults.

Inspectional Services

Robert Bersani, Commissioner • 831 Massachusetts Ave., Cambridge • 617.349.6100

The Inspectional Services Department (ISD) is primarily responsible for all laws and related City ordinances that pertain to the Massachusetts State Building Code and certain articles of the State Sanitary Code. These responsibilities include the administration and enforcement of the Building, Electrical, Plumbing/Gas, and Mechanical Codes together with articles of the Sanitary Code covering housing and food establishment inspections, lead paint and asbestos testing and removal, swimming pool inspections, and day care and recreational day camp inspections. In addition, a major and highly visible function of the Department is the enforcement of the Zoning Ordinance and the provision of staff support to the Board of Zoning Appeals (BZA).

Highlights and Accomplishments:

- Continued the generation of historically high levels of revenue from building permits and related fees which reflects the high level of construction activity taking place within the City.

- Successfully managed a workload peak equivalent to \$1.0 billion in construction activity without increase in staffing.
- Improved coordination with the Fire Department in conducting safety inspections of schools, places of assembly, and multi-family buildings.
- Improved the communications within the Department by the provision of computers to all inspectors.
- Successfully implemented the conversion from the State Sanitary Code to the Federal Food Code as the basis for the inspection of food establishments.
- Eight ISD decisions were appealed to the Board of Zoning Appeal and all were upheld.

Law Department

Russell Higley, City Solicitor • City Hall • 617.349.4121

Established by Chapter 2.26 of the Cambridge Municipal Code, the Law Department is charged with the prosecution and defense of all suits in which the City is a party in state and federal courts, and in administrative agencies. It currently employs eight full-time attorneys, one part-time attorney, an office manager, one administrative assistant, one clerk-typist and a part-time investigator.

The Department functions as a full-time law office, handling nearly all of the City's litigation in-house. In addition to this primary litigation function, attorneys furnish legal opinions on a daily basis on matters referred to them by the City Manager, Mayor, City Council, School Committee, and Department Heads. Attorneys regularly attend meetings of the City Council and its sub-committees, and draft, review and approve a wide range of legal instruments required for the orderly accomplishment of the City's business. Individual members of the legal staff have developed specialization in response to increasingly complex legal considerations associated with municipal issues.

Highlights and Accomplishments

- Continued primary function of handling nearly all of the City's litigation in-house.
- Continued outreach and training to departments on legal issues affecting duties they perform and

measures to improve risk analysis and control.

- Focused significant resources on analysis, review, and advice on:
 - Major proposed zoning amendments relating to large project developments, implementation of IPOP and zoning moratoria.
 - Housing matters, including preservation of long-term affordability for expiring use buildings, the proposed condominium conversion ordinance, and Harvard's loan to the City to support affordable housing.
 - Public Works projects, including sewer and storm drain separation and development of a siting policy for utilities.
 - Environmental review and analysis of many projects.
 - Cable television franchise matters, including existing license transfer, compliance, and renewal, as well as proposal to issue second franchise.
 - Vehicle traffic issues, including truck regulations, traffic mitigation measures relating to development, and parking freeze regulations.

Library

Susan Flannery, Director • 449 Broadway, Cambridge • 617.349.4040

The Cambridge Public Library is a dynamic, community-oriented library system providing excellent services, collections, and programs to all members of our community. Each year, we strive to sustain and improve upon our collection and services.

During the past year, we were challenged to maintain good service as three of our branches underwent various levels of renovation. We quickly learned how truly vital the library is to the community. When each library was closed, there were daily calls and pleas for each to reopen quickly. Neighbors missed the friendly faces and helpful services of their local librarians, but all agree that our library system was vastly improved by the newly renovated branches.

CPL by the Numbers in FY2001:

926,057 : the number of library materials loaned out (609,788 adults and 316,279 children's).

365,662 : the number of questions asked in person, by telephone, mail or Internet, a 14% increase.

36,371 : the number of new books, cd's, videos, tapes, etc. added.

50,258 : the number of cardholders.

62,292 : the number of specially reserved loans, including 32,136 items secured from other libraries, a 2% increase.

61,619 : the number of in-house computer sessions scheduled, an 8% increase.

15,920 : the number of hours the seven library locations were open, providing tremendous accessibility.

4,418 : the number of people using computers at the new Rotary Technology Learning Center, a 10% increase.

2,711 : the number of programs presented to 61,619 attendees.

972 : the number of children participating in the summer reading program, WIZARD READ; they read 11,330 books.

750 : the number of hours donated by volunteer literacy tutors.

385 : the number of residents who joined the Friends of the Library.

Highlights and Accomplishments

- At its annual conference, the Massachusetts Library Association presented the Cambridge Public Library with four public relations awards in the following categories: bookmark, flier, video, and staff recognition.

- The Library and the Arts Council sponsored "The Illuminated Word," a citywide celebration of our libraries, the transforming powers of light, and the importance of the written word

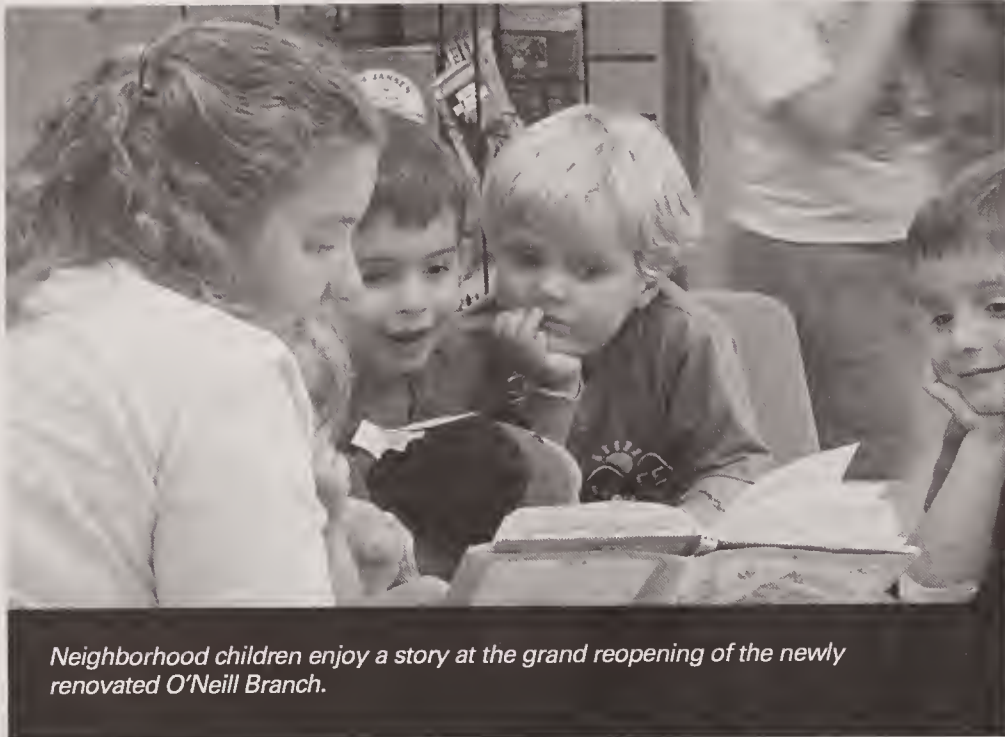
- The library collaborated with WGBH, under the auspices of the "Building Big" series, to bring engineering and architectural experts to work with local children in designing and building their own structures

- The Harvard University Art Museums and the Cambridge Public Library inaugurated a joint initiative to offer free admission to all Cambridge Public Library cardholders



The Duffy Family at the dedication of the Dolly Duffy Fiction Collection at the O'Connell Branch.

Library



Neighborhood children enjoy a story at the grand reopening of the newly renovated O'Neill Branch.

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Main Library Highlights and Accomplishments

- Present site was approved by the City Council for restoration and expansion.
- Audio Visual Room was rearranged to create a "Books on Tape" Browsing Room and an expanded video display area.
- Wynton Marsalis drew a crowd of over 300 to hear about his new book and listen to him play the trumpet.
- A new public service desk was installed.
- "Seven Quilts for Seven Sisters" was presented to a capacity crowd at the Main Library to commemorate Black History Month.

Branch Highlights and Accomplishments

- O'Neill Branch Library was renovated and brought into full compliance with the Americans with Disabilities Act.
- Central Square Branch installed a 3M Theft Detection System, painted interior, replaced flooring, repainted shelving, and purchased new carpeting.
- Librarians offered 22 classes in the Rotary Technology Learning Center, including new classes in pre-Internet preparation and advanced Web searching.

- Students in the Literacy Project produced CANDID CAMBRIDGE, a collection of their writings and photographs.

- Librarians joined the family and friends of Dolly Duffy at the O'Connell Branch to honor her memory through the establishment of the Dolly Duffy Fiction Collection.

- Valente Branch painted interior, replaced the public service desk, reupholstered furniture, and installed new carpeting.

- The Consul General of Brazil, the Consul General of Portugal, and a representative from the Cape Verde Consulate participated in the 17th annual Manual Rogers Sr. Program at Valente Branch.

- Boudreau Branch was the highest circulating branch in the library system with 72,183 transactions.

- Collins Branch doubled the number of its monthly book discussion groups.



Children revel the newly refurbished children's room at the Central Square Branch.

License Commission

Benjamin Barnes, Chairman • 831 Massachusetts Ave, Cambridge • 617.349.6140

The Cambridge License Commission, comprised of a civilian Chairman, the Fire Chief and a Police Department representative, is responsible for issuing licenses and enforcing rules, regulations, local ordinances and state laws that regulate the sale of alcoholic beverages, the operation of restaurants and other individuals and establishments in the city.

The front office staff continued to dedicate much of its time renewing and issuing annual and special one-day licenses that accounted for over \$1.7 million in revenue, funding the complete cost of operations for the Commission's office and field staff. This helped offset the indirect costs associated with licensing regulation, such as emergency response to licensed establishments and events. The investigative staff responded to a multitude of complaints filed against both licensed and non-licensed establishments.

Highlights and Accomplishments

- Secured funding to hire consultants to conduct a comprehensive Taxicab Transportation Customer Service survey. This study will assess current taxicab services and present a plan to improve customer

service to all riders, assuring service accessibility to low income, disabled and senior residents served by Cambridge transportation licensees.

- Revived Badges in Bars program, which focuses on restaurants and bars, placing Police Officers in these establishments to catch underage patrons attempting to purchase alcohol. Conducted Shoulder Tap survey to warn adults of the penalties of purchasing alcohol for underage individuals.
- Received Special Recognition Award from Mothers Against Drunk Driving for Commission's commitment to preventing underage drinking.
- Presented Taxicab Driver of the Year Award to the holder of one of the City's Accessible Cabs. This driver is a graduate of The Cambridge Taxicab School, Inc.
- In collaboration with the Cambridge Licensee Advisory Board (CLAB), worked to establish a Campus Alcohol Advisory Board (CAAB) to design strategies to prevent on-campus underage drinking and deal with the ensuing health and societal concerns resulting from this behavior.

Management Info. Systems

Mary P. Hart, Director • 831 Massachusetts Ave, Cambridge • 617.349.4140

The Management Information Systems (MIS) Department provides centralized information technology to approximately 925 users working in 42 departments located in 40 municipal buildings. MIS develops and supports enterprise-wide municipal computer applications. The largest of these applications includes the Finance and Payroll systems. Other applications include personnel, customer service and permits. The Department has directed the installation of a fiber optic network and developed the technology to link hundreds of users with each other, with centralized applications, and with the World Wide Web. In addition to acting as a technical consultant to other departments, MIS is serving as project manager for the implementation of Hansen, a customer service work order and infrastructure management system. It is also providing implementation and upgrade services to the PeopleSoft HR and Financials project.

Highlights and Accomplishments

- Maintained above a 99% uptime for the entire City Network.
- Installed Sun OS Ultra 5 firewall machine and successfully upgraded the Checkpoint Firewall I software.

- Added three new servers - SHILOH (NT server) at the Water Department to speed up data retrieval, SNOOPY (NT server) and SPIKE (Windows 2000) to quadruple disk and CPU capacity.
- Upgraded the City ISP connection to two T1's (3 Mb bandwidth).
- The GIS team produced over 70 maps for City departments; they also assisted the Election Commission with the redistricting proposal and the Community Development Department on producing information from the 2000 Census.
- Configured and installed the server/hardware infrastructure for the implementation of web-based GIS software.
- Prototyped and performed the development for a GIS-based emergency response application for the Emergency Communications Department.
- Began rollout of PCs with Windows 2000 operating systems.

Mayor's Office

Anthony D. Galluccio, Mayor • City Hall • 617.349.4321

The Mayor is elected with a simple majority vote by the City Council from among its membership. Coterminous with the Council session, the Mayor serves a two-year period of tenure and is the Chairperson for both the City Council and the School Committee. As the primary political representative of the City, the Mayor is responsible for providing leadership to the community.

Mayor Anthony D. Galluccio was elected by his peers on February 14, 2000 and has established the Mayor's Office as the primary resource for citizens seeking assistance and for the answers to numerous inquiries about issues including City programs, housing, job search assistance and general concerns regarding City services.

The Mayor and his staff organized and sponsored diverse citywide public events and celebrations throughout the year. For many residents, and community and civic groups, the Mayor's Office is a principal point of access to City government. Additionally, the Mayor is the City's official receiver of visiting dignitaries and distinguished visitors.

Highlights and Accomplishments

- Mayor Galluccio delivered the first ever State of the City Address by a Cambridge Mayor, outlining the City's successes and challenges.
- The Mayor made significant efforts to improve relations between the City and our colleges and universities and challenged these institutions to work more closely with the community.



The Mayor's Summer Youth Program.

- Initiated discussions with Harvard that resulted in the establishment of the Harvard Cambridge Summer Academy, a summer school program for Cambridge high school students that was a great success in its first year and has a five-year commitment of \$1 million from Harvard.

- Met with 8th grade students at every school in the city.

- Mayor Galluccio actively recruited new employers to participate in the City's summer youth employment programs increasing the number of employment opportunities available to City youth.

- The Mayor actively recruited youth to participate in the Mayor's Youth Summer Employment Program with a goal of increasing participation for the second year in a row.



Mayor Anthony D. Galluccio congratulates Jean Morgan, a volunteer at the Cambridge Senior Center.

- As Chair of the School Committee, worked with the Superintendent on the first stages of a process to revitalize and improve technical education at our high school.
- Mayor Galluccio joined his colleagues on the City Council in selecting a site for expansion of the City's central library, capping a multi-year site selection process.
- Mayor Galluccio worked with his colleagues on the City Council to enact citywide rezoning legislation that both encourages the development of housing in the city and protects existing neighborhoods.



The Mayor and his staff: (standing, from left) Jason Marshall, Terrence Smith, Jim Henry; (sitting) Phaedra Butler, Mayor Anthony D. Galluccio, Cammy Fournier.

Peace Commission

Cathy Hoffman, Director • 51 Inman St., Cambridge • 617.349.4694

The Cambridge Peace Commission's mission is to promote peacemaking within Cambridge, at the personal, neighborhood and citywide level. Originally established in 1982 to confront the concerns of nuclear war, the Commission has expanded its mission to challenge local forms of discrimination that foster violence and to promote ideas and programs that affirm diversity and build community within our city. Dedicated to the concept of thinking globally and acting locally, the Commission connects international issues with Cambridge.

The Commission also devotes special attention to the concerns of young people and the schools by collaborating with others to design creative programs that might prevent further violence. The Commission acts as a link between peace organizations, social justice efforts, anti-violence coalitions, communities and the municipal government.



Peace and Justice Corps receiving the MTA 2001 Leadership Award.

Highlights and Accomplishments

The Commission has promoted peace and justice in schools through:

- Working with the Peaceable Schools Group to organize and run an urban Peaceable Schools Institute to build multicultural, safe, equitable and democratic classrooms.
- Working with the School Department and community agencies to sustain Violence Prevention Network, lead workshops on bullying, designed a K-12 violence prevention curriculum and supported a multicultural, positive school climate and curriculum.

The Commission has worked with youth to promote peace and justice by:

- Running a six-week summer Peace and Justice Institute with CRLS students about civil, political and human rights.
- Coordinating and training the Youth Peace and Justice Corps (PJC), a multi-racial team of students with skills, relationships, awareness and action for social justice and peace.

In the community, the Commission has fostered peace through:

- Building bridges, working with City departments, community agencies and religious leaders to sponsor the annual Holocaust commemoration program.
- Supporting the Civic Unity Committee efforts to bring community mediation and restorative justice models to city government.
- Organizing the annual Peace and Justice Awards Dinner.

The Commission has acted locally for global concerns and globally for the community by:

- Helping coordinate earthquake relief efforts for El Salvador and supporting the Cambridge El Salvador Sister City project, leading a June delegation of youth and teachers.
- Collaborating with Middle East peace and justice groups to sponsor educationals, an exhibition on occupation, vigils calling for an end to violence, a delegation to Palestine/Israel to meet with human rights/peace advocates and follow-up report-backs.
- Leading the City's effort to form a sister city relationship with Cuba by participating in a delegation of city and state officials and chairing the Sister City Committee.
- Actively participating in the Disarmament Action Network working for the abolition of nuclear weapons, a responsible military budget and the de-militarization of space.



Members of the Cambridge youth delegation in El Salvador.

Personnel

Michael Gardner, Director • City Hall • 617.349.4332

The Personnel Department coordinates City employment practices and employee development activities for civil service and non civil service employees; negotiates and administers collective bargaining agreements with municipal employee unions; and administers health and life insurance plans as well as other benefits programs for employees and retirees. These activities include both service and control functions with technical assistance and oversight responsibility to ensure compliance with sound personnel practices, civil service procedures, collective bargaining agreements, and with federal, state and local laws.

The department serves the public through its employment unit where applications are processed for Labor Services Registration and for referral to positions not subject to civil service as well as for provisional civil service appointments. It also responds to requests for information on statewide civil service exams and for access to public records.

City employees interact with Personnel staff on a variety of individual concerns. These include health and life insurance claims, credit references, retirement planning, injuries on the job, fair treatment, grievances, disciplinary matters, job bids for promotion or transfer, civil service examinations and in-service training opportunities, along with a wide range of personnel actions.

Services to City departments include processing recommendations for personnel actions, maintaining the central computer database for personnel/payroll, and tracking benefits subscriptions as well as time off earned and used. The department also provides assistance in writing job descriptions, posting job vacancies and coordinating external recruitment campaigns. Advice is provided on employee performance matters with interventions and disciplinary actions taken as appropriate.

Highlights and Accomplishments

- Streamlined internal processes for the receipt and referral of resumes/applications resulting in faster acknowledgement to applicants, quicker referral of resumes to hiring departments and timelier review of candidates.
- Improved recruiting outreach efforts targeted to members of protected groups.
- Revised internal bid requirements for employees to ensure that hiring managers have more complete information with which to evaluate candidates.
- Provided ergonomics training and individual consultation to over 300 administrative and professional workers to reduce strain and repetitive motion injuries.
- Expanded opportunities for employees to participate in higher education by piloting advance payment of tuition instead of reimbursement.
- Updated and published the City of Cambridge Employee Manual.
- Re-bid contracts for Flexible Spending Accounts and Employee Assistance Programs.
- Implemented regular and systematic random drug and alcohol testing for public safety personnel and others in safety sensitive positions.
- Successfully negotiated to completion three-year contracts with five unions, including all of our public safety units.

Police

Ronnie Watson, Police Commissioner • 5 Western Ave., Cambridge • 617.349.3300

The Cambridge Police Department is committed to providing the highest level of professional police service while respecting the constitutional rights of every person living in or visiting the jurisdictional boundaries of the City of Cambridge. The Department uses modern approaches and techniques to decrease crime and improve the delivery of services to the community. A major goal of the Police Department is to involve citizens and police in the formulation of policy, policing strategies and the continued implementation of community oriented policing to combat crime and the undesirable elements associated with crime.

The 2000 reported crime index totaled 4,390 incidents (a 1.1% increase, compared to 4,343 incidents in 1999). Analysis reveals that violent crime decreased by 1.2%, while property crime increased by 1.2% in 2000.

Reported Crime

	2000	1999	1998	1997
Murder	1	2	2	2
Rape	11	11	25	24
Robbery	186	165	208	176
Assault	322	348	369	370
Burglary	552	567	695	596
Larceny	2820	2819	2753	2779
Auto Theft	498	431	397	483
TOTAL	4390	4343	4449	4430



Cambridge Motorcycle Unit Officers Keith Albert and Timothy O'Brien.

Cambridge Police Department Divisions:

Leadership Division

The duties and responsibilities of the Office of the Commissioner consist of a variety of tasks relative to the effective operation of the Police Department. Planning and Analysis has overall responsibility for the numerous functions related to data analysis, crime analysis, management information systems, grants administration and policy/procedure development.

The investigation of citizen complaints about the conduct of police officers and staff investigations, remain the primary responsibility of the Quality Control Section. The Detail Office is responsible for administering police details (officers hired during off-duty time to provide security, public safety and traffic control for private companies, public gatherings, labor strikes and construction sites).

Highlights and Accomplishments

- The Crime Analysis Unit utilizes a set of systematic, analytical processes to identify evolving or existent crime patterns in the publication of a Daily Crime Bulletin that is distributed to the command staff and throughout the department. The major objectives of the Crime Analysis Unit are to increase the number of cases cleared through arrest, provide investigative leads for detectives, and establish operational data for management decisions concerning the deployment of resources by location and activity.
- The Public Information Officer hosted a weekly show on Cambridge Access Cable that focuses on a variety of police related issues, including school bus and crosswalk safety, sexual offender registration, and crime offender records information.
- The Public Information Office assisted in a number of community efforts, including the Red Cross Blood Drive, Federation of the Blind Walk-A-Thon, North Cambridge Crime Task Force's National Night Out Against Crime, Cambridge Rindge and Latin School's Mentor Program, and the City Links Program.

Operations Division

As the Department's primary and most visible staff resource, this division is responsible for the suppression and prevention of crime, the apprehension of offenders, the recovery of stolen property, the regulation of non-criminal activity and the maintenance of peace in the community. The Operations division is divided into Day and Night Patrol Sections.

Police

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The Selective Enforcement/Traffic Unit performs specific assignments relating to truck restrictions, traffic and parking enforcement. Traffic supervisors are responsible for the safety of school children in various intersections and locations throughout the city.

The "Commercial Vehicle Enforcement Team" is comprised of five (5) specially trained officers assigned to the Selective Traffic Enforcement Unit. The goal of the Commercial Vehicle Enforcement Team is to ensure the safe operation of commercial vehicles within the City of Cambridge, by enforcing applicable laws.

Highlights and Accomplishments

- Targeted truck restricted roadways: conducted selective traffic enforcement; and enforced crosswalk violations.
- In a concerted initiative to address drug activity in City parks and near parking lots along major business districts, made numerous arrests during plainclothes operations.
- The officers of the uniformed patrol section targeted truck restricted roadways; enforced crosswalk violations; conducted selective traffic enforcement in all areas of the City; and for the fifth year, they engaged in a strategy of creating safe parks specifically throughout the summer months. In an effort to foster a "user friendly" atmosphere, officers have been assigned both days and evenings, to all City parks and playgrounds. Those parks that have historically been the site of reported crimes were targeted in particular. This endeavor has been successful as evidenced by the absence of drug and criminal activity overall in these locations.

Criminal Investigation Section

The Investigation Section is part of the Support Services Division and performs follow-up investigations in a number of areas. The Section is comprised of the Major Crime Unit, the Homicide Unit, the Sexual Assault Unit, the Domestic Violence Unit, the Warrant Unit, and the Special Investigation Unit (drugs, vice).

During the past year, the Investigation Section worked on thousands of routine cases as well as serious felonies and continued work with neighborhood residents to both prevent and solve crimes.

Highlights and Accomplishments

- The Domestic Violence Unit compiled and maintained a database on domestic violence incidents for tracking and analysis purpose. It also conducted follow-up investigations and victim/witness outreach in hundreds of criminal cases.
- Apprehended six subjects from the Department's Top Ten Fugitive List.

- Coordinated and worked with the U.S. Secret Service and State Department in providing escorts and protection to 56 different heads of state and other political dignitaries who visited Cambridge.
- Cleared the sole Homicide of FY01 with the arrest of a North Cambridge man who was charged with the killing of his infant daughter.
- Investigated 16 reports of Rape and cleared 13 of those cases.
- Arrested 111 people on drug charges. Executed 12 search warrants, recovered three firearms and seized \$23,000 in cash from drug dealers.
- Worked with other law enforcement agencies (Mass. State Police, DEA) to disrupt organized drug dealing organizations operating in Cambridge.
- Maintained a database of domestic violence incidents in Cambridge to track repeat offenders and brought 68% of domestic assault cases to court.
- Cleared 211 felony warrants.
- Worked with the United State Secret Service to provide escorts and protection to over 50 foreign heads of state who visited Cambridge.
- Continued a systematic process of internal audits and more frequent field inspections through Quality Control, in order to provide an opportunity to assess performance and procedures. Conducted field inspections check for officer compliance with established rules, regulations and procedures and assessed response to calls for service, traffic enforcement, vehicle equipment and condition, radio procedures, and officers' overall attentiveness to duty.
- Expanded the distribution of Quality of Service Assessment Forms to include traffic stops to gauge the level of service being provided by our officers to the public. Random community members are selected after having contact with a police officer, either as a reporting person of a crime or as a result of a traffic stop, surveyed and asked to rate the officer's overall performance during the interaction. Survey results indicate high levels of service and professionalism by our officers. Survey results are reviewed for content with data being distributed to respective commanding officers when exceptionally high or low results are reported. Training issues are also identified if repeated responses are detected.
- Completed in-service training for all sworn personnel in compliance with Massachusetts Criminal Justice Training Council standards. The sessions included two classroom days and one day at the firing range. Classroom training included commercial vehicle enforcement, criminal law update, drug issues, survival tactics, communication strategies, crime prevention issues, domestic violence, child/elder abuse, traffic stops and racial profiling.

Police



Officer Edward Burke repelling from a roof as part of a Special Weapons and Tactics training drill during the Cambridge Police Department's Open House.

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- Solved six felonies and one misdemeanor case via latent fingerprints developed from crime scenes or evidence retrieved from crime scenes; prepared fingerprint comparison charts and testified at both District and Superior Court.

- Cleared all firearms not being held as evidence from the property room by having owners make arrangements to transfer ownerships or pay a storage fee to have their firearm stored at a state bonded firearms storage facility. No firearm, unless held as evidence, is kept longer than 30 days.

- Continued to clear old drug cases in collaboration with the Special Investigations Unit and the District Attorney's Asset Forfeiture Unit resulting in the forfeiture of over \$13,000.

Community Relations Section

The Community Relations Section represented the Department as partners in various committees and coalitions throughout the city.

- The Police Department sponsored the first Senior Police Academy at the Central Square Senior Center. This program was

tailored to the senior community and was very successful.

- Coordinated the Department's 9th Annual Open House during National Law Enforcement Memorial Week. The weeklong event included demonstrations and exhibits and provided community members and police officers with an opportunity to interact in an extremely positive environment.

- Fully implemented the School Resource Officer (SRO) Program, with each school having certified SRO's assigned and available. The SRO's handle all crime-related matters in their respective schools, but just as importantly, they are able to interact with students in a variety of new and creative ways. Initiatives included a School Lunch Program that brings officers and students together; tours of the Police Department, safety talks, assisting in literacy programs; and facilitating presentations by probation officials, detectives, crime scene specialists, etc.

- Utilized the Reverse 911 system very effectively on several occasions. This system provides electronic notification, by telephone, to residents within certain geographical areas providing them with up-to-date information about a respective incident. The system was also used last year to notify residents of spraying against West Nile Virus.

- The Community Relations Section issued one community alert. These alerts are utilized when a significant event occurs in an area of the City that requires an informational notification by the Police Department to respective community members. This is a comprehensive approach to imparting information to the community at large using the quickest methods possible. The fact that only one alert was needed during the year is reflective of the type of year the City had involving the lack of serious crime or significant patterns of crime.

- Continued the Rape Aggression Defense Program for residents of Cambridge. This program teaches self-defense techniques to women. The Department, in teaching the program, was able to share the methods whereby women can protect themselves from a sexual assault. As many business and community members have now participated in this program, the Department offered follow-up classes in addition to new sessions.

- Awarded 26 community mini-block grants whereby funding was utilized by recognized community groups to hold various events, such as neighborhood clean-ups, beautification projects or a block party.

Support Services Division

The Support Services Division administers staff processes and coordinates departmental support service for all units and sections within the Police Department. Support Services include training, property management, record keeping, court prosecution, identification and vehicle maintenance.

Highlights and Accomplishments

- Provide specialized training to all police personnel in racial profiling and communications techniques.

- Through the concerted effort of the Department's Property Office, along with the Middlesex District Attorney's Office, over 79 rifles, handguns and dozens of edged weapons associated with old cases were disposed of.

- Turned over \$12,000 in cash to the City Treasurer from Police Auction held in May 2000. Money collected was a result of abandoned property and cases that by law must be auctioned to general public.

- Completed retroactive background checks of residents who had licenses to carry firearms that were issued prior to the Comprehensive Gun Control Legislation in October 1998.

Police Review & Advisory Board

Malvina Monteiro, Director • 831 Massachusetts Ave., Cambridge • 617.349.6155

The Cambridge Police Review and Advisory Board (CPRAB) was established in 1984 by City Ordinance to hear and decide complaints of misconduct filed by persons against Cambridge police officers.

The Role of the Police Review and Advisory Board:

To provide for citizen participation in reviewing police department policies, practices and procedures.

To provide a prompt, impartial and fair investigation of individual complaints against police officers as well as complaints by departmental employees against the Police Department.

To ensure that citizen complaints against members of the Cambridge Police Department are met with in a timely, thoughtful, methodical and decisive way, and that its determinations are even-handed and result from unbiased investigations.

Highlights and Accomplishments

- Responded to 123 informal complaints and calls, successfully resolving 18 complaints. Other complaints were either resolved informally, with the assistance of the Police Department, or administratively, through the efforts of the Board's Executive Director/Secretary. While the Board did not have jurisdiction, in many instances, it provided important referral services, thus helping to foster a sense that the City is accessible and open to the needs and inquiries of all in the community.
- Held 11 full hearings, 22 investigative hearings and 25 public meetings.
- Reviewed significant policy issues and made recommendations as appropriate.
- Continued discussions regarding changes to the CPRAB Ordinance and Rules and Regulations to strengthen the complaint process to meet the public's expectations.
- Continued leadership roles in Civilian Oversight field, both nationally and internationally and monitored legislative issues similar to CPRAB's mission.
- Continued efforts to mediate complaints and improve police communication.

Training and Community Outreach Highlights

- Lecture forums: Race, Police and the Community focused on the issue of institutionalized racism, racial profiling and criminalization of youth; Massachusetts Black Legislative Caucus hearing on racial profiling of youth by MBTA Police; City of Cambridge Area-4 youth forum on racial profiling; Boston City Council round table on "CORI law and civil rights abuse in the prison systems.

Goals for Calendar Year 2002

- Hold public hearings on Racial Profiling.
- Make policy recommendations to the City Manager, City Council and the Police Commissioner regarding the issue of Racial Profiling.

Public Works

Lisa Peterson, Commissioner • 147 Hampshire St., Cambridge • 617.349.4800

The Cambridge Department of Public Works (DPW) is a full-service organization that provides essential services to residents of Cambridge. Operating within the framework of the City's goals, the DPW provides dependable, high quality, and accessible service maintaining, improving and expanding a safe, healthy, attractive and inviting physical environment. The Department supports the infrastructure of a vibrant community through comprehensive planning, scheduled maintenance, collaborative efforts, the provision of information, and emergency preparedness and response. The department's responsibilities include:

- maintaining streets, sidewalks, parks, playgrounds, public squares, City vehicles/equipment.
- public building construction and maintenance (excluding schools).
- engineering, construction services and contract administration for City projects.
- managing sanitary sewer collection and storm water drainage systems.
- collecting rubbish and providing curbside and drop-off recycling programs.

- caring for the City's 15,000 trees and managing the Cambridge Cemetery.
- enforcing litter, rubbish, snow and sewer ordinances.
- 24-hour emergency response services, including rapid response to natural disasters and inclement weather conditions.

Highlights and Accomplishments

- Reorganized the management structure of the Department into three units (Administration, Operations and Engineering) each of which is managed by an Assistant Commissioner. The new structure allows for better coordination and response, more timely decision making and improved customer service.
- Administered over \$70 million in Capital projects and \$7 million in purchased goods and services.
- Continued to implement a computerized customer service and work management system that tracks incoming requests and jobs completed and generates preventative maintenance schedules for DPW assets such as vehicles, buildings and parks.
- Assisted 24 employees in obtaining their hoisting license, which increased the Department's capacity in the operation of heavy equipment, including forklifts, backhoes, vactors and clamshell trucks.
- Processed 1,317 permits for excavation and obstruction activities.
- Presented an environmental remediation report for the City Hall Annex, designed to be an environmentally friendly "Green Building."
- Substantially completed the sewer separation and storm water management projects in the Agassiz South Mass. Ave. and Fresh Pond Parkway areas.
- Planted 300 new trees and pruned over 3,000 City trees.
- Provided support and services to over 100 special events.



DPW Street Maintenance employees preparing a concrete sidewalk in North Cambridge.

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Public Works Divisions

Administration

Administration, which includes the Business Services Division, Human Resources, Information Systems Management, Public Information and the Customer Service Operations Center, is responsible for ensuring that DPW functions as a cohesive unit and responds to the needs of Cambridge residents.

The Business Services Division provided essential fiscal services:

- Continued to overhaul fiscal operations by updating policies and procedures, modernizing operations and increasing staff computer skills.
- Developed a centralized contract clearinghouse to ensure that contracts meet the changing needs of the Department and were administered in accordance with contract terms and Commonwealth law.

The Human Resources Team provided direction and management support in employee recruitment, orientation and development; management of the Department's payroll and key personnel functions; and coordination of employee recognition programs and summer youth internships.

- Increased informational sessions on Employee Assistance Program supervisor training and deferred compensation.
- Assisted with improvement of employee attendance by reducing average sick days from 11.8 to 8.8 per employee annually.

Information Systems Management provided support for all computer hardware, software, customer service, work management network operations, computer training, and DPW statistical data.

- Provided support for over 60 personal computers and 12 network printers within DPW.
- Worked closely with the City's MIS Department in analyzing customer service web portal enablement, City-wide permitting and computerized customer service and work management reporting system.

Building Maintenance

The Building Maintenance Division is responsible for maintaining and repairing City buildings and designing signs for public announcements, street postings and commemorative plaques or monuments. FY01 accomplishments included:

- Remodeled the Police Station booking room to accommodate new equipment and installed new countertops in the bathrooms.
- Made and installed new signs at the main entrance of the cemetery and Frisoli Youth Center. Installed new screens on all windows and repaired windows at the Frisoli Youth Center.
- Redesigned work stations at 238 Broadway building, repaired roof and installed "panic hardware" on exit doors.
- Constructed new cabinets and counter tops for the City Clerk's Office and remodeled the Positive Edge Office in City Hall.
- Repaired the doors, walls, benches, bathroom stalls and showers, and roof of the Gold Star pool.
- Rebuilt two recycling platforms and stairs, constructed ramps for recycling trucks, constructed partitions and platforms in the Ryan Building, and built storerooms in the Simard Building of DPW.
- Assisted in the renovation of the City Building at 3 Bigelow Street, including the demolition of the interior walls and floors of the unit, and installation of a new sub-floor.
- Completed several thousand sign requests.

Building Operations

The Building Operations Division provides custodial services to 12 City-owned buildings and moves equipment and supplies between buildings. FY01 accomplishments included:

- Assisted with set-up and clean up of approximately 100 City events.
- Assisted in 36 office moves for the Citywide office renovation campaign.
- Setup 15 special events for the Mayor's Office and City Hall.
- Responded to over 200 emergency and unscheduled work requests.

Public Works



Salter truck with plow getting prepared for the snow season at DPW Yard.

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- Changed damaged U.S. and Missing-in-Action Flags on City buildings.

Cambridge Cemetery

The Cambridge Cemetery Division combines gravesite preparation and burial services with a grounds maintenance and landscaping program on a 66-acre site. Other ongoing work includes repair of historical monuments and development of selected areas for conversion to new burial space. FY01 accomplishments included:

- Continued upgrading signage, installing 60 new cast aluminum signs.
- Restored 90 headstones; sold 92 lots; and made 445 interments.
- Planted 1,500 assorted bulbs and converted the island in the World War II section into a perennial island as part of the beautification program.
- Computerized all cemetery records from 1974 through June 2001 as part of an ongoing project.
- Installed irrigation around the Cemetery Office, Chapel, World War I Cross and Haggerty Lot.
- Planted three new Ash Trees and nine White Fur Trees.
- Planted over 4,000 annual flowers throughout the Cemetery.

Engineering

The Engineering Division maintains City records for public right-of-way and public utilities, including the sewer, combined sewer and storm water drainage systems. It oversees construction and design of storm water and sewer systems, surface enhancements and reconstruction projects and works with the Sewer Division to ensure compliance with regulatory agency requirements.

The Engineering Division also facilitates building permit reviews, especially if there may be an impact on public right-of-way or public infrastructure; 92 building permits were reviewed before issuance last year. A concentrated effort was made to ensure that large private projects incorporated significant storm water management concepts. Similarly, the City has incorporated significant storm water attenuation and water quality best management practices (BMPs) in public infrastructure projects. The combined efforts of both private and public storm water management attenuation and BMP promulgation will reduce flooding, sewer back-ups, combined sewer overflows (CSOs) and improve storm water quality to both the Charles River and the Little River/Alewife Brook.

The Engineering Division completed the design of the proposed storm water outfall for the Fresh Pond sewer separation project area last year. It also worked closely with the Massachusetts Water Resources Authority on revising the CSO Control Plan for the Alewife Brook, and collaborated on the Notice of Project Change submitted to the Massachusetts Environmental Policy Act unit for the revised control plan.

Engineering supervised construction of the following projects:

- New Street pump station and storm water management project. All civil work has been completed and mechanical work remains.
- Sewer Separation storm water management project on Irving, Francis, Museum, Howland, Hammond, Carver, Gohram, Wendell, Sacramento, and Crescent Streets.
- South Mass. Ave. storm water conveyance project, which is 90% complete. This project involved the construction of very large 72" and 54" parallel pipes along Mass. Ave. between Memorial Drive and Lafayette Square. Significant private utility coordination work was required in the construction of this project.

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- The Fresh Pond Parkway sewer separation, storm water management project and surface enhancement project is 90% complete. This project incorporates significant new technology elements that allow the storm water system to operate efficiently at all times and reduce storm water pollutant load to Alewife Brook during storm events.
- Fenno and Stearns Street reconstruction and surface enhancement projects, which were full depth excavation and reconstruction projects that also incorporated traffic calming elements.
- Rindge Avenue reconstruction project, which was also a full depth reconstruction project, involved water service replacement, gas main and service replacement and cable main line replacement.

Off-Hours

The Off-Hours Division provides 24-hour, seven day per week rapid response to any situation or emergency, empties City litter receptacles (during peak usage periods), and delivers recycling bins and toters. FY01 accomplishments included:

- Appointed an Off-Hours supervisor in order to better manage and coordinate efforts of Off-Hours personnel, and provide more effective customer service.
- Began computer training for Off-Hours personnel in preparation for implementing a computerized customer service request program.

Parks and Forestry

The Division is responsible for the maintenance and care of over 120 municipal properties, including parks, playgrounds, squares, plazas, medians and public building grounds. In addition, this Division is responsible for implementing a program of arboricultural for approximately 12,000 public street trees and nearly 3,000 trees in parks and cemeteries. A fully implemented Neighborhood Parks Initiative program ensures that preventative maintenance continues to be assertive and comprehensive. The Division continues to be supported at approximately 30 sites by private landscape contractors who perform maintenance three days per week from April through late December. FY01 accomplishments included:

- The planting of 300 City Street Trees and 13 Significant Trees.
- Completed tree pruning of 3,000 City trees in Neighborhoods 6, 8, and 9 and pruning of 750 park



trees. Pruned 60 trees at the Old Burial Ground near Harvard Square.

- Provided park maintenance on 88 parks, tot lots and playgrounds.
- Implemented seasonal beautification plans at over 30 sites.
- Installed irrigation systems at Glacken Field and Cambridge Cemetery.
- Resurfaced basketball courts at several City parks.
- Renovated Cronin Square with trees, plantings, retaining wall and new irrigation system.
- Completed eight educational presentations on Urban Forestry on CCTV and conducted 15 urban forestry presentations to community groups.

Public Building Construction

The Public Construction Division is responsible for administering capital construction and renovation projects, assisting with designer selection, specification development, bidding and contract administration. FY01 accomplishments included:

- Began exterior improvements at City Hall and began design development for interior improvements.
- Completed initial surveys and design development for renovations to the Area IV Youth Center.
- Presented an environmental remediation report for the City Hall Annex at 57 Inman Street. Developed specifications for an initial remediation project and coordinated design development for a major building wide renovation. The building is being designed to be a "Green building."

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- Completed extensive renovations to the building at 238 Broadway for relocation of City Departments from 57 Inman Street.
- Coordinated in-house renovations to office space for the Department of Human Services, Election Commission, Revaluation Office, Emergency Communications and Cable TV offices.
- Provided structural repairs to garage ramp at Police Headquarters. Also conducted a hazardous materials assessment of the old firing range at Police Headquarters and developed specifications for remediation.
- Coordinated design development for office renovations to the Department of Public Works.
- Developed work scope and administered contract for renovations to City-owned residence at 3 Bigelow Street.
- Developed specifications and coordinated bid process for roof replacement at Fire Department Engine 3.
- Conducted Americans with Disabilities Act accessibility assessment at Collins Branch Library.

Recycling

The Recycling Division plans and implements cost-effective residential, commercial and governmental waste prevention and recycling programs. As a result of all of its recycling programs, the City recycled 33.25% of its waste stream in FY01. Other accomplishments included:

- Developed bottle and can recycling programs in all Cambridge school kitchens. Cardboard recycling programs were set up in four schools and at seven City buildings.
- Arranged for an entertaining school-wide assembly program, with a recycling message presented in 10 elementary schools.
- Installed recycling containers in seven City buildings for use by visitors and employees.
- Earned \$96,780 in recycling incentive payments from the state by meeting stringent eligibility criteria requirements.
- Worked with the MBTA to install newspaper recycling containers in the Central Square and Kendall Square subway stations.

- In response to users' requests, expanded the Drop-off Center's open hours giving visitors three additional weeknight hours each week to use the Center.
- Planned and implemented a permanent fluorescent bulb collection and recycling program at the Drop-off Center and in City buildings in order to reduce the amount of mercury entering the waste stream.

Sanitation

The Sanitation Division collects and disposes of solid waste from residences, commercial establishments, municipal buildings, and school buildings, dispatching an average of eight rubbish packers per day staffed by a driver and two laborers. FY01 accomplishments included:

- Collected and disposed of 23,075 tons of household rubbish.
- Replaced three of the older rubbish packers in an effort to upgrade the fleet.
- Continued to improve procedures for collecting "white goods" (appliances, such as refrigerators and washers, that cannot be taken to landfills). On average, three tons of appliances were picked up weekly.
- Conducted three household hazardous waste collection days. The DPW Yard also contains a 300-gallon oil drum, allowing residents to bring in small containers of oil for disposal.
- Enforced the City's Litter Ordinance, which states that no rubbish can be placed at the curb for collection earlier than 3 p.m. on the day before scheduled collection. Issued 980 sanitation-related violation notices.

Sewer Maintenance Division

The Sewer Division is responsible for the management, operation and maintenance of the City's storm drainage systems, sanitary sewer systems and combined sewer systems. FY01 accomplishments included:

- Through the Remedial Reconstruction Contract, replaced approximately 1,200 linear feet of sewer and storm drain mains, and installed or replaced 30 catch basins and manholes.
- Cleaned approximately 60,000 linear feet of sewer and storm drain mains, and televised approximately 60,000 linear feet of mains.

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The DPW Side Loader Truck picking up trash in Central Square.

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- Worked with the Dept. of Environmental Protection (DEP) and the Environmental Protection Agency (EPA) to ensure full compliance with the Clean Waters Act. This effort has resulted in the removal of over 250 illicit connections since 1997. Through the Inflow/Infiltration (I/I) contract, the Sewer Division continues to examine the system for all inflow and infiltration sources. In FY01, the Division completed over 1,000 building inspections to begin reducing I/I and identifying illicit connections.

- Commenced work on Contract 2 of the Common Manhole Separation Contract. This contract will remove 51 common manholes in the Flagg, Sparks, Blanchard, and Pleasant Street areas. Design for contract 3 was 80% complete in June of 2001, and construction is scheduled to begin in late Fall of 2001. This contract will remove an additional 37 manholes in the River, Magazine and Concord Avenue areas along with manholes in CambridgePort.

- Purchased two new cleaning vehicles: a "hydro-clam" combination truck used for cleaning and jetting catch basins; and a large "vactor" truck, a combination vacuum/jetting truck designed to do main line cleaning. The Division was able to clean approximately 1,200 catch basins, and respond to over 170 service calls.

Street Maintenance

The overall responsibility of this Division is to maintain the City's streets, sidewalks and curbs in order to provide for the safety of the citizens and present an attractive and clean appearance. The Streets Division provides a variety of services, including minor repairs to sidewalks and streets, resetting granite curbing, installing new curb cuts, responding to street cave-ins and other defects, as well as service requests from City departments. This Division is also responsible for supervising contractors on street, sidewalk and pedestrian ramp repairs. The Streets Division issues permits for street and sidewalk excavations and repair, sidewalk obstructions, and newsracks. During the winter months, the Division also conducts snow-clearing operations, including services for disabled and senior residents. Accomplishments in FY01 included:

- Completed over 2,000 separate jobs and responded to 483 emergency and unscheduled service requests.
- Inspected 1,200 street excavations by contractors and utility companies. Issued 1,317 street opening and obstruction permits.
- Installed two new handicap ramps and resurfaced portions of the sidewalk in Porter Square.
- Repaired over 150 square yards of brick sidewalk on Cushing Street and Huron Avenue.
- Reconstructed gutter lines to remedy drainage problems in portions of East Cambridge.
- Constructed storage facilities in DPW yard to meet EPA/DEP requirements for separation of street sweeping, miscellaneous construction debris and urban forestry-related debris.
- Conducted snow-clearing operations, with an increased emphasis on sidewalks, plazas and bus stops.

Street Cleaning

The Street Cleaning Division is responsible for maintaining clean public ways through a contractual street sweeping operation from April through November, augmented by the division's own workforce. The division uses a state-of-the-art litter pickup truck called a Side Loader, uniquely designed because trash can be dumped into the compactor from either side. It can be driven from either side

Public Works



DPW Sewer Division employees with Clamshell truck, getting ready to flush out a catchbasin.

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Public Works

and is capable of maneuvering in tight quarters. The Cambridge street sweeping schedule can be found on the Cambridge Public Works home page at <http://www.ci.cambridge.ma.us/~TheWorks>. FY01 accomplishments included:

- Cleaned approximately 925 curb miles per month, collecting over 5,000 tons of refuse and debris.
- Cleaned Cambridge squares daily, including weekends.
- Swept all commercial areas of the city either once or twice per

month, depending on the number of off days at the end of the month.

- Responsible for clean-up activity of over 100 special events.
- Performed beautification tasks, such as cleaning tree wells in City squares and removal of promotional fliers and graffiti, on a regular basis.

Vehicle Maintenance

The Vehicle Maintenance Division is responsible for the scheduled maintenance, repair, and emergency services for about 300 City-owned vehicles and equipment, and also develops written specifications for the purchase of new motorized equipment for Public Works and other City departments. FY01 accomplishments included:

- Purchased equipment and road-tested 13 new vehicles for DPW.
- Conducted bi-annual inspections of 550 taxis.
- Purchased a new White Goods Recovery Machine for removal and recycling of freon from various white goods picked up by the DPW on a weekly basis.



DPW Street Maintenance employee putting finishing touches on cement sidewalk in front of the Cambridge Senior Center across from City Hall.

Purchasing/General Services

Cynthia Griffin, Purchasing Agent • City Hall • 617.349.4310

The Purchasing Office is responsible for the implementation and administration of the City's centralized procurement processes, ensuring that all purchases of goods and services are made in accordance with State law and City ordinance and are open, fair, competitive and obtained at the lowest possible cost. Copies of selected bids are sent to "Bidnet," a bid distribution service that directs bids to appropriate vendors all over the country, at no charge to the City. Bid announcements are also posted on the City's Web site.

The Purchasing Office promotes the use of Commonwealth of Massachusetts contracts as appropriate and encourages the participation of minority businesses through the City's Minority Business Enterprise (MBE) program. The Purchasing Office also oversees the Print Shop and disposes of surplus City property.

Some of the Purchasing Office's other responsibilities include:

Administering and participating in the Designer Selection Process, an open process through which architects, engineers and designers are ranked and selected based upon their written proposals and interviews.

Serving as the repository for certified payrolls for construction projects. These are public documents required by law to be submitted by general contractors as evidence that they, and their subcontractors, are paying their employees the prevailing wage.

Serving as the repository for Cambridge Responsible Employer Plan certificates, which apply to building projects over \$100,000. General contractors and sub-contractors must submit these certificates on a weekly basis, certifying, among other things, that they pay employees all required wages and participate in apprenticeship programs.

Ensuring the Living Wage Ordinance is included and adhered to in formal bids and Requests for Proposals valued over \$10,000.

General Services acts as a centralized point for mailing, printing and telephone expenses for all City departments. The Purchasing Department manages the printing and mailing budgets and the Electrical Department manages the telephone budget.

The Mailing division is responsible for processing postal mail for all City departments and for distributing interdepartmental mail.

The Print division is responsible for providing basic printing needs such as binding, collating, duplication

Highlights and Accomplishments

- Conducted purchasing procedure seminars for City departments to ensure compliance with City Ordinance and State Law.
- Instituted a change order review process to ensure cost analysis review and proper authorization in accordance with City policy and Massachusetts General Law.
- Provided better service to City departments by assigning each department their own assistant buyer. The assistant buyers are responsible for price quotes, bids, processing requisitions, purchase orders and change orders. They are also responsible for contract administration for their assigned departments.
- Tracked purchases to ensure that departments were using sound business practices in their incidental purchases and that their purchases complied with all ordinances and laws.
- Trained larger departments on how to access State Contract information and the State Procurement System (COMPASS).
- Became directly involved in State procurement process through participation in Procurement Management Teams which gives the City a voice in the decision process on numerous State contracts.
- Participated in State Managing for Results Initiative for STAR Expo and the Environmental Expo (Clean Massachusetts Initiative) to help with outreach to other cities and towns.
- Continued extensive training in PeopleSoft Purchasing module to facilitate the timely processing of purchase orders.

and basic graphic services for all City departments. It is also responsible for printing several major City documents, including the Annual Budget, as well as producing and printing numerous pamphlets, forms and booklets.

The Telephone budget includes funds for the central telephone operator at City Hall and for telephone operating costs for all City departments.

Schools

Bobbie D'Alessandro, Superintendent • 159 Thorndike St., Cambridge • 617.349.6494



Fletcher-Maynard second grade students helping paint golden shoes for a Cambridge Health Alliance Project.

The Cambridge Public Schools continued its commitment to excellence, equity and high student achievement. Its mission is to be the first diverse urban school system to work with families and the community to successfully educate all of its students at high levels. Under the leadership of School Superintendent Bobbie D'Alessandro and the seven members of the Cambridge School Committee, the School system offers a core curriculum that is rich and rigorous and respects diversity in students' learning styles. Over 7,400 students were educated by 750 teachers and 250 support staff this year.

Highlights and Accomplishments

The Amigos School was established in April 2001 and expected to open in September 2001. The Spanish immersion school is planning to welcome 250 students to its K-8 program.

The Cambridgeport School is expected to move from its current rental space at the Blessed Sacrament School to the former Fletcher School building at 89 Elm Street in September 2001.

Renovations to the Fitzgerald School were completed and the school will reopen in September 2001 in its former location at 70 Rindge Avenue.

The Fletcher-Maynard Academy opened in September 2000 with over 225 students enrolled in the "merged" school.

The redesign of Cambridge Rindge and Latin School was implemented in September 2000; approximately 2000 students attend the five "Small Schools" that have been developed at the high school.

Rindge School of Technical Arts was redesigned in the 2000-2001 School Year; a new Executive Director was hired and the program is working with the Mass. Department of Education to obtain MA Chapter 74 certification.

Cambridge Public Schools received \$11.2 million dollars in grants to support School Committee goals.

The first "Ready, Set, GO!" event was held in June 2001; all incoming Kindergartners and their families were invited to the Children's Museum for an evening of entertainment and enrichment.

The first Cambridge-Harvard Summer Academy was held in Summer 2001; over 250 high school students attended academic courses.

Superintendent Bobbie D'Alessandro hosted two national conferences: the National Core Knowledge Conference in March 2001 and the National Minority Achievement Network at the Museum of Science in June 2001.

Student Achievement:

Early Literacy Assessment (ELA): A significant proportion of students (72% of first-graders and 85% of second-graders) reached grade level benchmarks in ELA Developmental Reading Assessment for those grades.

Math: Approximately 91% of seventh-graders passed the Algebra Part One Test in 2001 (compared to 68% in the fall of 1997). Approximately 83% of eighth-graders passed the Algebra Part Two Test.

SAT Scores: In 2000, SAT scores rose significantly (up 7 points in the Verbal section and up 12 points in the Math section). In addition, 70% of graduating seniors took the test in 2001 (compared to 63% in 1997).

Teacher Recognition and Professional Development:

- Morse School Science teacher, Karen Spaulding, was named Massachusetts' Christa McAuliffe Scholar for 2001-2002.
- CRLS Social Studies teacher, Carol Siriani, was a Massachusetts Teacher of the Year semi-finalist.
- Three Cambridge teachers: Eileen Farrell, Harrington School; Dave Villandry, Kennedy School; and CRLS' Pauline Demetri, were awarded "Crystal Awards for Preeminence in Teaching" by the Cambridge Partnership for Public Education.
- Eleven Cambridge Public teachers received "National Board Certification," more than any other city in the Commonwealth of Massachusetts.
- Cambridge's Professional Development Plan was recognized by the Commonwealth of Massachusetts for its excellence and innovation.



Music Teacher Debra Green and students at Kennedy School

Schools

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Message from Superintendent D'Alessandro:

We are proud of our 353 years of excellence and accomplishment. We are proud of the students, parents and families who trust us to provide an outstanding education to all children who enter our doors.

Emphasizing the positive, we do not ignore the problems facing public schools. We know that we must continue to work in a focused and purposeful manner to ensure a world class education for all children. We are proud of several facts about our students: fewer high school students dropped out of school; more CRLS students are taking higher level, more challenging courses in Math, Science and Social Studies; and more special needs students are being educated in "regular" classrooms.

Everything we do in our schools is centered on one important theme: to improve student achievement. Reading, math and inclusion will remain our three foci for the 2001-2002 academic year. We will concentrate on quality teaching and learning; we want all students to have high-level knowledge and skills, and outstanding problem-solving abilities. We hope that our programs, activities and courses will enable our children to learn, grow and make good decisions for their futures.

Families and members of the Cambridge community are integral players in the lives of our students; we cannot do our work alone. We are one part of a magnificent city; we value our connectedness with all aspects and facets of Cambridge.



School Committee Member Fred Fantini and Superintendent Bobbie D'Alessandro at CRLS barbeque for ninth graders.

Traffic, Parking, Transportation

Sue Clippinger, Director • 238 Broadway, Cambridge • 617.349.4700

The Traffic, Parking and Transportation Department is responsible for managing the public right of ways for safe vehicular and non-vehicular use, for allocating through regulation, curb uses and for enforcing and adjudicating these regulations. Its overall goals are to: increase public safety; support the needs of residents, businesses, institutions and other City departments; enhance customer service; and increase efficiency of operations and procedures. The Department includes three divisions: Traffic Control, Parking Control and Supporting Services.

The Traffic Control Division is responsible for the design, installation and maintenance of all traffic control devices throughout the city. Its responsibilities include: conducting traffic studies; maintaining and revising curb regulations; investigating resident concerns about regulations; signage and pavement markings; issuing street occupancy permits; and reviewing major construction projects or developer proposals with other City departments. The Division also works with other departments to target areas for traffic calming and to evaluate projects that are under way.

The Parking Control Division is responsible for maintaining resident and metered parking programs, the City's off-street parking facilities, and for the enforcement, processing and adjudication of the City's parking regulations.

The Supporting Services Division is responsible for administrative functions of the Department and coordination of programs within divisions.

Highlights and Accomplishments

- Continued to review traffic studies for 20 large projects and worked with Community Development and the Planning Board in developing mitigation strategies for these projects.
- Participated in the Regional Truck Study as it developed recommendations to ease the adverse impact of truck traffic on residents, especially at night. Initiated work with Police, Emergency Communications and MIS to develop enforcement plans and informational materials.
- Worked with the Dept. of Public Works to educate property owners about and enforce the City's Snow Removal Ordinance.
- Through the City and developer's work, implemented changes in Kendall Square to create a more animated and pedestrian friendly environment by improving pedestrian crossings, adding bicycle facilities and metered parking. Several of these improvements are ongoing or scheduled for construction within the next two years.
- Initiated the Department's most comprehensive pavement marking program to install the City's crosswalk markings in thermoplastic. This special initiative is expected to be completed in the fall of 2001. Upon completion, 97% of the City's crosswalks will be in thermoplastic or inlay tape.
- Changed street name sign design to larger letters with more reflective materials. The new design was used at locations where signs were missing or faded. Installed 313 street name signs, including 80 missing Mass. Ave. signs. This effort is ongoing.
- Ordered equipment to bring the City's traffic signals into the closed loop system. By 2002, the City will have a state-of-the-art system.
- During resident permit renewal season from November 2000 to January 2001, the percentage of permits renewed by mail increased from 64 to 70 percent.
- Installed approximately 85 new meters at numerous locations throughout the city, though mainly in the eastern Cambridge and Kendall Square areas.
- Conducted 203 engineering investigations and 56 handicapped parking investigations.
- Creation of an electronic database of the Department's regulations and the schedules listing the locations of every parking regulation is 75 percent complete. In the future, it will be available on the City's web site.
- Initiated development and conversion of the Department's databases to be Geographic Information System compliant, including off-street parking, truck restrictions and crosswalks. Future work will include meter locations, street regulations and signals.

Veterans' Services

Robert Stevens, Director • 51 Inman St., Cambridge • 617.349.4761

The Department of Veterans' Services (DVS) serves as an advocate for all 8,400 local veterans and their dependents (24,000). DVS advises clients as to the availability of services, benefits, entitlements and provides emergency financial assistance (M.G.L. C. 115) to needy veterans and their dependents who have served honorably during wartime periods; \$125,000 in assistance was disbursed in Fiscal Year 2001. The cost of this benefit program is reimbursed to the city by the state, one year after payment, at the rate of \$.75 for every dollar expended.

Cambridge veterans and their dependents received approximately \$8.1 million in Federal monies for VA pensions, compensations and benefits during Fiscal Year 2001.

This past year, the department processed over 550 applications for Federal Veterans' Affairs claims for disability and death benefits, burial plots, grave markers, home loans, educational benefits, medical services and life insurance benefits. Staff also assisted pensioners with their annual Veterans' Affairs financial Eligibility Verification Reports and applications for local Property Tax Exemptions.

Highlights and Accomplishments

- Successfully managed a 73 percent increase in the number of weekly units of service to clients. This increase resulted in a 100 percent increase in the department's Veterans' Benefits expenditures from Fiscal Year 2000.
- Implemented a program that provides for the reimbursement of Medicare Part B expenses to eligible veterans and their spouses. The Commonwealth reimburses the city for 75 percent of this cost.
- Continued to coordinate public celebrations on Patriots', Memorial and Veterans' Days.
- Co-sponsored with the Cambridge US Postal Service, an unveiling ceremony for the issuance of a new "Honoring Veterans Stamp." The department received a special plaque in recognition of its service to veterans and their families.
- Coordinated the presentation ceremony of the Silver Star Medal (posthumously) to Private First Class Thomas S. Pilleri, USMC.
- Participated in the "Revolutionary Cambridge Discovery Day Observance." This observance commemorated General George Washington's historic time in Cambridge.



Members of the CVO marching in the Memorial Day Parade.



CVO firing detail.



Honoring Veterans Stamp Unveiling.

Water

Sam Corda, Managing Director • 250 Fresh Pond Pkwy., Cambridge • 617.349.4770

The Cambridge Water Department (CWD) is a municipally owned and operated water utility servicing approximately 101,000 permanent residents and is under the general direction of the City Manager. A five-member Water Board, made up of Cambridge residents appointed by the City Manager, serves as an advisory group to the Department. The CWD is regulated by Federal and State drinking water codes and is comprised of five major divisions: Administration/Business, Engineering and Program Development, Water Quality and Treatment Operations, Transmission and Distribution and Watershed Protection. The Department's responsibilities include:

- Protecting 25 square miles of reservoir watersheds and property within and outside of the Cambridge City limits to ensure the highest raw water quality.
- Operating, maintaining and improving a 24 million gallon per day water treatment facility to clean the water and not only meet, but exceed the drinking water standards.
- Protecting, maintaining and improving the Fresh Pond Reservation as a water supply reservoir.



Water Treatment Plant View from Fresh Pond.

- Operating, maintaining and improving the 190 miles of piping network that brings the raw water from upcountry to Fresh Pond for purification and distribution throughout the city.
- Providing engineering, design, permitting, construction services and contract administration for water and other City projects.
- Protecting purified water from hazardous contamination through unprotected connections to the piping network.

- Removal of lead water services wherever possible.
- Responding to and repairing water leaks throughout the piping network 24 hours per day, 7 days per week and 365 days per year.

All of the operating, capital and debt services relating to the Cambridge Water Department are financed by the sale of water. An increasing water rate structure serves to promote water conservation by means of a progressive pricing schedule that raises the cost of water in blocks of higher consumption. The increase in the rates has occurred to start paying down the debt associated with the construction of a new water treatment plant and related facilities. The entire facility is scheduled for completion in the fourth quarter of 2001 at a cost of about \$80 million.

The City continues to offer the Senior Citizen Discount Program of 10 or 25 percent on water/sewer bills, depending on certain qualifications.

Highlights and Accomplishments

- Continued administration of over \$80 million in capital projects and \$1 million in purchased goods and services.
- Commenced production of water on March 9, 2001 utilizing the newly constructed water treatment facility.
- Initiated the implementation of the Hansen Customer service program.
- Fresh Pond Master Plan was accepted by the City Manager and approved by City Council.
- Completed the restoration of the Stony Brook Gatehouse. This included slate and copper roof repairs, masonry restoration, new doors and windows and sluice gates, aeration system compressors, remote monitoring and control systems.
- Continued development of the Water Department's Web Page.
- Implemented the Hazardous Materials Emergency Response Plan for the Cambridge Watershed.
- Processed 378 permits relating to the City water system.
- Continued public relations efforts to improve customer service and increase public education on general water works activities as well as construction of the new water treatment facility.
- Continued to implement effective workforce training and hiring to maintain regulatory compliance, to instill uniformity of work practices and to promote and sustain a diverse work place.
- Placed the City's first natural gas low emissions vehicle in service.

Water



Pump Room - Raw Water Pumps.

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Water Department Divisions

Administration/Business Division

This division is responsible for human resource management, labor relations, training, budgeting, fiscal affairs, procurement, policy development and customer service. It also performs quality control inspections for leaks, faulty registrations, damaged meters and illegal water connections.

- Managed \$16.6 million in revenues from the sale of water and fees from services provided to Cambridge water users.
- Provided essential fiscal services and processing of quarterly water and sewer bills for the 14,221 metered accounts in Cambridge and made payments to hundreds of vendors and contractors.

Engineering and Program Development

This division is responsible for overseeing capital improvements; performing design; distribution modeling; maintaining maps and records; development and implementation of an automatic meter reading (AMR) program; implementing and maintaining a cross connection control program; reviewing and issuing permits; and coordinating technical activities throughout the city.

- Provided construction management for water main replacement, cleaning and lining and service replacement projects.
- Continued updating of Geographical Information Systems water facilities utilizing ArcFM.
- Performed 5,518 backflow device inspections.
- Issued 258 permits (118 backflow device installations, 100 fire pumps and 40 hydrant use).

Water Quality and Treatment Operations

This division is responsible for treatment plant and laboratory operations. Over the last three years, assistance has been given in the planning, coordinating, design, construction and start-up of the new Water Treatment Plant at Fresh Pond. State-of-the-art treatment processes and control systems have been incorporated into this facility to ensure the continued compliance with current and future water quality regulations.

Continued laboratory analytical services have been provided to the other operational divisions (e.g. watershed and distribution), and as a customer service to all Cambridge water users (e.g. Cambridge schools and home owner lead testing, and monitoring of new construction projects).

Coordination of water system operations with the Massachusetts Water Resources Authority, the Department of Environmental Protection and the Environmental Protection Agency has continued. This has included holding annual Water Quality Action Committee meetings, performing routine operations coordination, and water quality sampling and data review.

- Recruited, trained and managed staff to operate the newly constructed treatment facility. The operations staff has over 200 years of collective operational experience.
- Successfully relocated and restarted the laboratory from 100 Smith Place to the new facility at 250 Fresh Pond Parkway.
- Initiated and continued implementation of a laboratory information management system (LIMS). This system enables effective data manipulation to make process adjustments to maximize water quality being delivered to citizens.
- Conducted HazMat and life safety training at the water treatment facility for Cambridge Firefighters. The purpose was to familiarize the Fire Department with the specific materials and processes at the treatment facility.
- Produced the fourth annual Consumer Confidence Report for all Cambridge water users.

Transmission and Distribution

This division is responsible for the maintenance, installation and general upkeep of the transmission and distribution pipeline facilities. These facilities include, but are not limited to, transmission mains, services, hydrants, valves and fire protection appurtenances. The transmission and distribution system is made up of approximately 190 miles of water mains ranging in size from 4 to 63 inches in diameter. There are over 1,650 fire hydrants, 4,500 main valves, 18,000 valve boxes, and 13,500 services within the water system.

The transmission pipeline starts in Waltham where water is conveyed from the Stony Brook Reservoir to Fresh Pond. The water is purified at the plant, located within the Fresh Pond Reservation, and is then pumped to the Payson Park Reservoir located in Belmont via a 40-inch transmission pipeline. The elevation associated with the Reservoir provides the hydrostatic head to meet the pressure requirements for the City's water distribution system.

A coordinated effort continues with the Department of Public Works (DPW) in connection with our ongoing rehabilitation of the water distribution system and the DPW's sewer separation endeavors. Water

Water

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infrastructure improvements will be performed in conjunction with the sewer separation work as feasible and as funding allows. This cooperative effort not only reduces cost and improves efficiency, but also minimizes disruption to the public by incorporating all foreseeable work into a City construction project. Additionally, this coordination effort extends to other utilities performing work in the public way such as gas, electric, telephone and cable TV.

- Replaced 36 fire hydrants.
- Repaired 70 leaks.
- Replaced and rehabilitated approximately 11,850 linear feet of water main at the following locations: Vassar Street, Huron Avenue, Poplar Road, Lexington Avenue, Lakeview Avenue, Worthington, Bent, Dock, Fowler, and Cambridge Streets, Hawthorne Park, Pacific Street Extension and Fresh Pond Parkway.
- Eliminated 240 of the 3,100 lead services targeted for replacement.
- Issued 120 permits (103 construction and 17 demolition).

Watershed Division

This division is responsible for the management and operations of the City's four reservoirs and contributory watersheds in Cambridge, Belmont, Lexington, Waltham, Lincoln and Weston. This division develops, implements and monitors complex watershed protection plans which include hazardous materials response planning, community outreach, public education, environmental compliance review, site development monitoring and storm water management.

With the passage of the Fresh Pond Master Plan by the City Council in January 2001, the staff will support the implementation of this plan. The initial tasks included: the development of a landscape maintenance program; support to the Fresh Pond Reservation Northeast Sector Project; improved staff presence at Fresh Pond; and the development of an education/information plan for watershed issues.

The priority of the "up-country" source water protection continues to be the development and implementation of the water quality monitoring program in cooperation with the US Geological Survey. The results will be annual water quality monitoring reports, storm event reservoir management planning and the implementation of a water quality early warning system.

- Developed a storm water plan for the Business Partnership Development Program in the Cambridge Watershed as part of a source water protection grant from DEP and in cooperation with the Charles River Watershed Association.

- Monitored over 60 construction and site remediation projects.

- Completed the first full year of raw water quality monitoring per U.S. Geological Survey (USGS) standards.

- Published a report titled "Factors Affecting Reservoir and Stream Water Quality in Cambridge Massachusetts, Drinking Water Source Area and Implications for Source Water Protection." This report was produced in cooperation with the USGS.

- Produced four issues of "From the Source," the Department's newsletter about watershed protection issues and activities.

- Completed the replacement of the Winter Street Dam emergency overflow structure.



Water Treatment Plant - Main Laboratory.

Weights & Measures

James Cassidy, Jr., Sealer • 831 Massachusetts Ave., Cambridge • 617.349.6133

The Department of Weights and Measures is responsible for ensuring that equity and fairness prevail in the marketplace between the buyer and seller and enforces all laws, ordinances and regulations relating to the accuracy of weight and measuring devices used by local business establishments. These include taxi meters, gas station pumps, home heating oil truck meters, hospital and health clinic scales, truck scales, factory and pharmacy scales, etc.

The department also inspects prepackaged food and merchandise to ensure compliance with weight, measurement and count requirements, and for proper labeling as to weight, measures and extended prices. It also investigates complaints on measuring devices or those not conforming to legal standards

and inspects weighing and measuring devices used by transient vendors. Pursuant to the Consumer & Merchant Protection Act, Chapter 295 of the Acts of 1998, the Sealer of Weights & Measures also performs bi-annual inspections of all stores with three or more scanners.

Highlights and Accomplishments

- Continued process of automating all records.
- Continued utilizing new Weights & Measures computer software and a portable scale to inspect scanners and other devices.
- Continued utilizing new equipment for gasoline and oil meters.

Women's Commission

Nancy Ryan, Director • 51 Inman St., Cambridge • 617.349.4697

The Cambridge Commission on the Status of Women was established in October 1977 by ordinance of the Cambridge City Council to "act as a centralizing force in the City of Cambridge and in the community to deal with all women's issues." The powers and duties of the Commission are: to ensure the equal status of women in educational, economic, political, health, legal and social spheres; to design and implement programs that promote equality for women in the city; to recommend policy to all departments, divisions and agencies of the city, including the City Manager and City Council; to initiate, coordinate and monitor legislation; and to respond to incidents of discrimination against women.

Highlights and Accomplishments

- Women's Arts and Heritage Projects: Directed and completed a grant-funded historical research project to document women's contributions to the life of the city in collaboration with the Cambridge Arts Council and Historical Commission. Hired an artist to participate in city-wide dialogues on women's history and to design a piece of public art for the new main library building. Continued participation in the development of a Cambridge Women's Heritage Trail and database of women's accomplishments to be posted on the City's web site.
- Domestic Violence: Worked through the City's Domestic Violence-Free Zone (DVFZ) Initiative to train key staff in the Cambridge Health Alliance (at its two hospitals and neighborhood health centers) to identify early warning signs and provide meaningful

assistance and referrals. Presented the keynote address at the Japanese National Symposium on Domestic Violence on the subject of the Cambridge initiative.

- Kitchen Table Conversations Group: Coordinated a weekly support group for 16 women and 23 children living in public housing affected by state and national welfare reform policies in collaboration with the Fletcher-Maynard New Academy, Harvard Law School and the Harvard Divinity School. Wrote successful grant proposals for the project to the Chahara Foundation and the Women in Crisis Committee of the Episcopal Church.
- Safety Awareness and Training: Presented programs for pre-teen and adolescent girls and their parents or guardians in collaboration with the Girls' Leap Program. Worked with Girls Leap, the Wellesley Centers for Women and the Cambridge Public Schools to initiate a study of gender-based attitudes toward physical education among middle grades students with the goal of fostering a lifetime commitment to physical fitness and health.
- Women's Health: Coordinated the 8th Annual Women's Health Day at the Windsor Health and Community Center, which involved a major collaboration with the Cambridge Health Alliance. The program included 40 workshops featuring traditional medical and non-traditional healing and exercise approaches to women's health. Chaired the Women's Health Task Force of the Cambridge Health Alliance, which is working on a new comprehensive women's health program.

About the City's Seal

The current City Seal is a revision of the original seal, which was adopted in 1846. The seal contains an image of the Gothic Revival style building, Gore Hall, the former library building at Harvard College, and an image of the Washington Elm, the Cambridge tree made famous by the popular legend of George Washington taking command of the American Army under the tree during the Revolution. The Latin motto, which is often included around the City Seal, reads: "Literis Antiquis Novis Institutis Decora." It can be translated as: "Distinguished for Classical Learning and New Institutions." Also written in Latin are the founding and chartering dates for the town and city, which are translated as "Built in A.D. 1630. Chartered a city in A.D. 1846."

City Manager Robert W. Healy
Deputy City Manager Richard C. Rossi

City Council

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Vice Mayor David P. Maher
Councillor Kathleen L. Born
Councillor Jim Braude
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